



CCR-10-5 Organizations and Functions USA Cadet Command

Title: *Organizations and Functions USA Cadet Command*

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Summary:

This regulation reflects the organization of the headquarters, U.S. Army Cadet Command (HQCC). It sets forth the mission of the Commanding General (CG), and defines the responsibilities and functions of each staff element. With the exception of overall command and control, the fundamental responsibilities of HQCC are also those of the region headquarters. Where there is region responsibility not covered in the basic narrative, Additional functions - Region has been added under the appropriate staff element. It is not the intent of this publication to create regions that are an absolute clone of the headquarters. The local commander is in the best position to consider individual personnel and their capabilities, continuity, special skills, and initiatives--especially important during times of limited staffing or resources. Titles of individual staff offices at the region level may also differ from those at the headquarters.

POC/Impact:

Applicability. This regulation applies to HQCC, region headquarters, and brigade commanders.

Supplementation. Supplementation of this regulation is prohibited. Region organization and functions regulations are not authorized. Where the region determines that a more definitive listing of subordinate TASKS (not major FUNCTIONS) is necessary, individual Standing Operating Procedure guides are appropriate. This regulation supersedes Cdt Cmd Reg 10-5, 29 Nov 96.

Suggested Improvements. Send comments and suggested improvements on [DA Form 2028](#) (Recommended Changes to Publications and Blank Forms) through channels to Commander, U.S. Army Cadet Command, ATTN: ATCC-RR, Fort Monroe, VA 23651-5000. Suggested improvements may also be submitted using [DA Form 1045](#) (Army Ideas for Excellence Program (AIEP) Proposal).

*Please ensure that you have the following software loaded: **Acrobat Reader 4.0 or >.***

Details:

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Chapter 1, Introduction [TOC](#)

1-1. Purpose. This regulation documents the official organizational alignment and distribution of responsibilities to accomplish the mission assigned to Cadet Command headquarters and regions. This regulation is applicable to all staff offices.

1-2. References. Appendix A contains a listing of reference publications.

1-3. Explanation of Abbreviations. The glossary contains abbreviations used in this regulation.

1-4. Responsibilities

a. Chief of Staff approves all changes to this regulation.

b. Director, Resource Management and Logistics Directorate--

(1) Gives advice and assistance to the staff concerning mission, responsibility, organizational alignment, and distribution of functions within the headquarters and the regions.

(2) Reviews requests for changes to this regulation, and determines their effect on the whole organization; ensures they conform to accepted principles of organization, prescribed format, adequate statements of responsibilities and functions; and makes appropriate recommendations.

(3) Maintains, updates, and conducts periodic review of this regulation.

c. Directors and division/office chiefs--

(1) Ensure that this regulation reflects actual responsibilities, organization, and alignment of functions.

Each staff element will incorporate the management principles of essentiality, maximum reasonable span of control, flexibility, standardization, homogenous assignment, and efficient use of resources in its organizational structure, functional alignment, and operation. Within established guidance, authority and responsibility will be decentralized in each organizational element to the fullest practical extent.

Functions will neither be fragmented nor overlapping, unless there are compelling reasons and specific approval has been obtained.

(2) Establish and maintain effective management controls within their organization in accordance with applicable DA and Cadet Command directives. Ensure that management controls are operating in all levels of program management and consider management control implications when establishing policies, making work assignments, or allocating resources.

(3) Submit proposed changes through the Director, Resource Management and Logistics, to the Chief of Staff for approval.

d. Region commanders--

(1) Responsible to the Commander, U.S. Army Cadet Command, for executing the mission of the region.

(2) Retain authority to impose Uniform Code of Military Justice action (under the provisions of [AR 27-10](#)) over all officers assigned to the region and all enlisted personnel not directly assigned to a senior battalion or junior unit.

(3) Serve as camp commander for region summer camps.

1-5. Policy

a. [AR 71-32](#), Force Development and Documentation - Consolidated Policies, and TRADOC Reg 10-2, Control of Mission Assignment and Organization Structuring, establish and control the organizational structure of this headquarters. The organization and function regulation will be consistent therewith. Staff elements will not deviate from the organizational structure or realign prescribed functions without prior approval, in accordance with procedures in this regulation. This is not to be construed as a restriction to change, as flexibility is a fundamental principle of good organization. Such option is not applicable in those cases where organizational alignment has been directed by higher headquarters.

b. New plans or revisions to the existing organizational structure will be submitted through the Director, Resource Management and Logistics, to the Chief of Staff based on one or more of the following reasons:

(1) More effective utilization of resources.

(2) Improved procedures.

(3) Changes in mission or staffing.

(4) Directed by higher authority.

1-6. Area of Command Responsibilities. The activities of this command are located within the geographical boundaries and locations shown in [Appendix B](#).

1-7. Command Group Structure. Figure 1-1 shows the command structure.

Figure 1-1. Command Organizational Structure

1-8. Commanding General (CG)

a. Organizational structure. Figure 1-2 depicts the organizational structure.

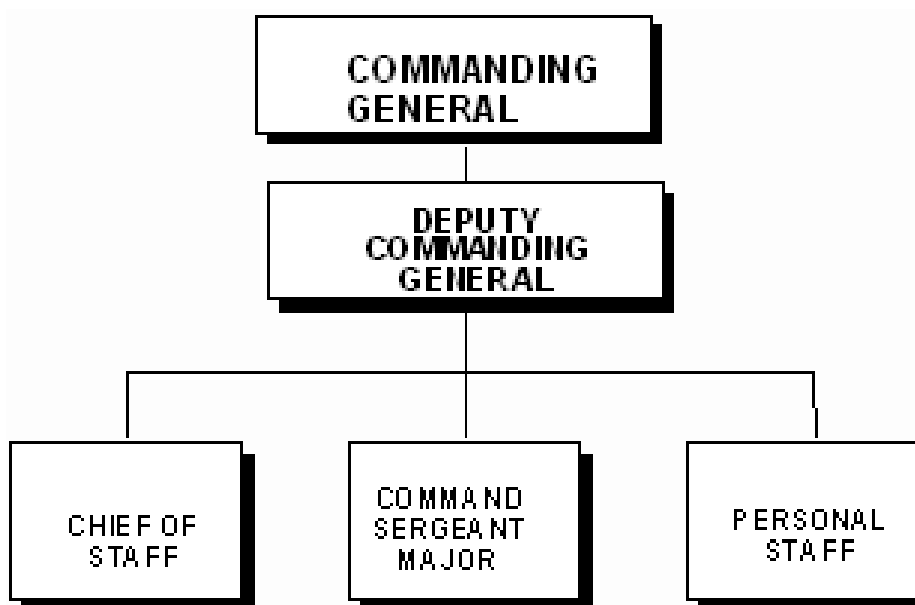


Figure 1-2. Commanding General Organizational Structure

b. Mission. The mission of the commander is to commission the future officer leadership of the U.S. Army; command the ROTC regions; direct the Senior ROTC (SROTC), Junior ROTC (JROTC); serve as the functional proponent to execute the ROTC program; oversee Officer Foundation Standards I (OFS I); and coordinate for the CG, TRADOC implementation of OFS I by the United States

Military Academy (USMA), Officer Candidate School (OCS), and Reserve Component OCS.

c. Functions. The Commander:

(1) Develops and implements plans, programs, and budgets, based on policy guidance from HQ TRADOC; coordinates requirements for resources; provides mission support for all Cadet Command activities; and manages and supervises use of all resources.

(2) Assists the State Adjutants General in procuring junior officers for the Army National Guard (ARNG), the United States Army Reserves (USAR) in procuring officers, and The Surgeon General in procuring nurses.

(3) Develops requirements for SROTC and JROTC publicity and advertising programs. Receives and processes requests for contractual requirements for procuring publicity and advertising for ROTC programs.

(4) Establishes and maintains liaison with educators and associations at the national, state, and local levels.

(5) Maintains liaison with the U.S. Navy, U.S. Air Force, and other agencies on matters directly affecting Cadet Command operations.

(6) Initiates requests for administrative and logistical services from the CG, TRADOC; United States Army Forces Command (FORSCOM); United States Army Pacific Command (USARPAC); United States Army Materiel Command (AMC); United States Army Information Systems Command (ISC); United States Army Military District of Washington (MDW); continental United States (CONUS) armies; and certain overseas commands.

(7) Exercises command authority over all military and civilian Cadet Command personnel.

(8) Develops training programs in conjunction with the Deputy Chief of Staff for Training (DCST), HQ TRADOC, and conducts training for ROTC program.

(9) Manages a national SROTC scholarship program.

(10) Serves as the instrumentality through which TRADOC fulfills its precommissioning training responsibility.

1-9. Deputy Commanding General (DCG). The DCG--

a. Assists in the development and implementation of policies and programs for the marketing, recruiting, training evaluation, assessing, and commissioning of SROTC cadets annually.

b. Presides over the annual ROTC branching board.

c. Assists in the development and implementation of policies and programs for the management of the JROTC program that provides citizenship training to high schools students nationwide.

d. Assists in the oversight of planning and implementation of the Army's pre-commissioning training conducted at the annual ROTC National Leader's Course and National Advanced Leader's Course.

e. Assists on ensuring that Cadet Command resources are efficiently and effectively managed.

1-10. Command Sergeant Major (CSM). The CSM--

a. Serves as the senior noncommissioned officer (NCO) of Cadet Command and is a key member of the CG's personal staff.

b. Serves as the senior enlisted adviser to the CG and staff on Cadet Command enlisted personnel policy matters.

c. Provides information, assessments, judgments, opinions, and an experienced viewpoint on morale, discipline, motivation, retention, and other problems of enlisted personnel.

d. Encourages and supervises the professional development of NCOs.

e. Accompanies the CG on various inspections and staff visits, and makes separate observations and information inquiries regarding enlisted personnel views on any problem area.

1-11. Additional Functions - Region

- a. Serves on committees and boards affecting region NCOs and enlisted personnel.
- b. Serves as CSM for region summer camps.

1-12. Chief of Staff (CofS)

- a. Organizational structure. Figure 1-3 depicts the organizational structure.

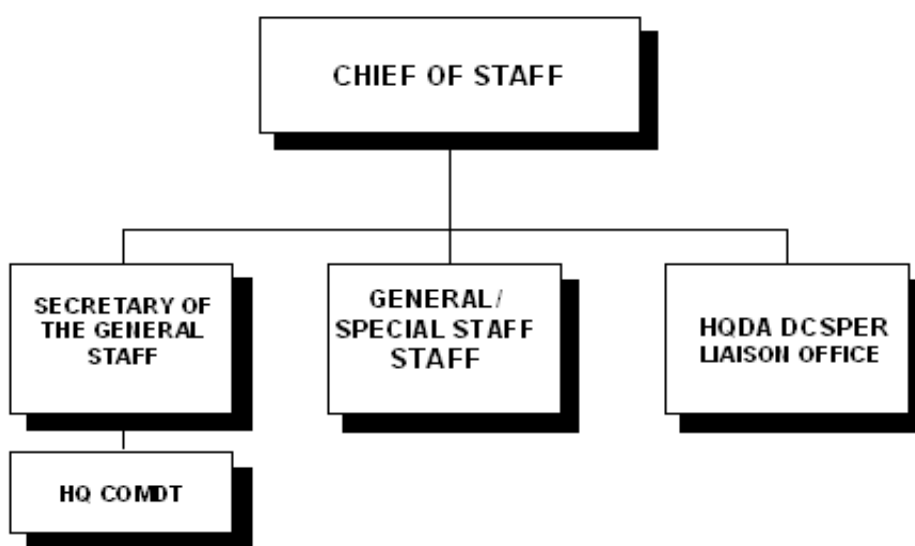


Figure 1-3. Chief of Staff Organizational Structure

- b. Functions. The C of S--

- (1) Manages and directs all staff efforts IAW CG policies and guidance.
- (2) Interprets and disseminates policies, plans, and decisions of the CG to subordinate elements and appropriate staff agencies.
- (3) Coordinates implementation of command actions.
- (4) Ensures a systematic coordination of effort and an exchange of information among all staff elements and the command group.
- (5) Executes position classification authority and manages civilian workforce within approved pay ceilings.

(6) Manages government resources through adequate management control systems.

(7) Equal opportunity officer. Manages and monitors the affirmative employment program, special emphasis programs, equal employment opportunity (EEO) and sexual harassment complaint processing.

(8) Receives officials visiting the command group.

1-13. Additional Functions - Region

a. Commands the region in the absence of the commander.

b. Serves as CofS for region summer camps.

1-14. Brigade Commanders. Within their geographic area, brigade commanders--

a. Exercise command and control of battalions. Ensure policies and directives established by higher headquarters are adhered to by battalions and high school units.

b. Evaluate the performance of battalion commanders and assistant professors of military science (APMS). Evaluates the performance of high school instructors, as required.

c. Provide guidance and assistance to battalion commanders and Directors of Army Instruction (DAI)/Senior Army Instructors (SAI) concerning recruiting, retention, curriculum, training mission, administration, and logistics. Obtain staff assistance and support for battalion and JROTC instructor requirements in these areas.

d. Provide guidance and assists battalions in their training missions.

e. Provide guidance to and oversee the Goldminer Team, Nurse Counselor, and JROTC operations officer in addition to brigade headquarters personnel.

f. Inform the region commander when problems surface as a result of contractual support agreements between support installations and battalions.

g. Represent the commander in civic, veteran, patriotic, and other activities.

h. Appoint (or work with region to appoint) officers to conduct reports of survey for battalions and high schools.

i. Visit all battalions at least twice each school year. Visit each high school unit DAI or separate SAI as time permits. Visit SROTC/JROTC summer camps and professional development training sites as time and travel budget permit.

j. Actively participate in the personnel nomination process, ensure proper qualifications and quality for all cadre, and ensure all members of battalions set the example in professional appearance and personal conduct.

k. Monitor professor of military science (PMS) quality control responsibilities for enrollment eligibility, waiver requests, and scholarship submissions.

l. Maintain liaison with institutional officials, USAR, ARNG, U.S. Army Recruiting Command (USAREC), and other local officials or supporting organizations.

m. Serve in selected key positions at region summer camps.

n. Serve as assessable unit managers for the management control program as specified in [CCR- 11-2](#).

o. Perform other duties as assigned by the region commander.

1-15. Secretary of the General Staff (SGS). The SGS--

a. Coordinates staff actions, policies, programs, and procedures.

b. Analyzes, processes, and monitors all correspondence to assure proper coordination, correctness, and timely completion, as the administrative executive for the command group.

c. Writes command correspondence, as necessary.

d. Plans, coordinates, and executes conferences and social events hosted by the CG.

e. Manages the Official Hosting and Representation (OH&R) funds for the Command Group. (Note: At region level this may be done by the Resource Management/Budget Division.)

1-16. Headquarters Commandant. The Headquarters, Commandant provides command management of the following: (**Note:** *At region level these functions may be done by one or more of the divisions.*)

a. Administrative programs.

(1) Staff duty and additional duty rosters.

(2) Equal employment opportunity.

(3) Cadet Command ceremonies and other activities.

(4) Headquarters personnel reenlistments.

(5) Savings Bond program.

(6) Voting assistance program.

(7) Privacy Act program.

(8) Subversion and Espionage Directed Against the United States Army.

b. Installation support. Coordinates with the Personnel Administration Center on personnel issues; develops evaluation/fire plan; manages the recycle program; and, coordinates issues with post contracting.

c. Facility maintenance. Monitors janitorial services, handles electrical service requests, and develops

and requests facility upgrades.

d. Environmental control. Manages and coordinates air conditioning and heating maintenance, initiates work orders, and takes care of pest/rodent problems.

e. Space and resource management. Allocates space and furnishings. Coordinates and conducts inter/intra-office moves. Ensures all property is accounted for within the command.

f. Command security officer. Maintains security clearance and access rosters, processes personnel security clearances, directs building and document security, manages the key control program, and is responsible for destruction of classified material.

g. Acts as the unit fund custodian for the HQ Unit Morale Welfare Recreation Fund. (Note: Where the region has a civilian SGS, the Chief of Staff will appoint a military custodian to manage the fund.)

h. Acts as the IMPAC card billing official for the Command.

1-17. Aide-de-Camp. The Aide-de-Camp--

a. Coordinates and supports the personal and official activities of the commander. Handles travel expenses, personal transactions, and funds deemed necessary by the commander. Assists the commander in social events.

b. Maintains a schedule of events to assist the commander in apportioning his/her time and ensuring appropriate coordination of his/her personal activities and command responsibilities. Keeps the CofS informed of commander's activities.

c. Prepares and coordinates the commander's travel plans to subordinate units and other headquarters.

d. Ensures that personal correspondence to the commander requiring staff action is brought to the immediate attention of the SGS.

e. Coordinates the permanent change of station moves of the commander.

f. Serves as data researcher and compiler to give the commander additional information upon which to base guidance or decisions.

g. Enhances the image of the junior Army officer among ROTC cadets.

1-18. HQDA Deputy Chief of Staff for Personnel (DCSPER) Liaison Office

The HQDA DCSPER LNO--

a. Serves as liaison for Cadet Command to the DCSPER.

b. Represents the CG and communicates the commander's views on policy, budget, and operational issues to DA, DOD, and congressional staffs.

c. Provides advice and assistance in response to requests for assistance submitted to DA, DOD, Congress, and the White House.

- d. Prepares and represents Cadet Command's position in varied subjects as requested or required to ensure mission accomplishment.
- e. Serves as DA Personal Policy Integrator for Senior and Junior ROTC policy, programs, and budget issues.

Chapter 2, Office of the Inspector General TOC

2-1. Organizational Structure. The Office of the Inspector General (IG) is unstructured.

2-2. Responsibilities. The IG is a member of the commander's personal staff, and is responsible for inquiring into and reporting matters affecting the performance of mission and the state of efficiency, economy, discipline, and morale.

2-3. Functions. The IG--

- a. Inquires into and reports directly to the CG on matters pertaining to the performance of mission and the state of discipline, morale, efficiency, and economy of the command.
- b. Formulates policies concerning IG activities throughout the command, IAW applicable regulations.
- c. Conducts special inspections of all elements of the command, as directed by the CG.
- d. Analyzes ROTC region IG reports; coordinates corrective action; and evaluates responses to reported deficiencies, including follow-up actions.
- e. Conducts investigations and inquiries under IG system standards, IAW applicable regulations.
- f. Receives, conducts inquiries, and provides follow-up to requests for assistance.
- g. Supports the data submission and analysis requirements of the IG Network.
- h. Functions as the office of record for all command IG records.
- i. Reviews command and staff inspection reports to facilitate problem identification and IG inspection targeting.
- j. Processes requests for access to IG records.
- k. Explains Army systems, procedures, and processes as they relate to problem areas in inspected functions and activities.
- l. Coordinates command inspections of the region headquarters.

2-4. Additional Functions - Region

- a. Proponent for policies and schedules related to the command's Organizational Inspection Program.
- b. Reviews command and staff inspection reports, forwarding comments and recommendations to the

commander. Evaluates action taken on inspection deficiencies or upon observations and recommendations of inspectors to ensure adequacy of corrective action. Forwards problems or conditions that cannot be corrected at the region level to HQCC.

c. Serves as IG for basic or National Advanced Leadership Camp.

Chapter 3, Office of the Surgeon TOC

3-1. Organizational Structure. The Office of the Surgeon is unstructured.

3-2. Responsibilities. The Office of the Surgeon exercises staff supervision of all health matters and policies, to include quality of health care in Cadet Command. Serves as the command's medical liaison officer with higher headquarters.

3-3. Functions. The Office of the Surgeon—

- a. Provides advice on medical doctrine, policies, and programs.
- b. Provides liaison and coordinates ROTC medical activities with the Department of the Army Surgeon General (DASG), U.S. Army Medical Command (MEDCOM), FORSCOM, TRADOC, USAREC, Military Entrance Processing Command (MEPCOM), and DOD Medical Evaluation Review Board (DODMERB).
- c. Visits ROTC camps and evaluates status of physical exam procedures and health care.
- d. Reviews all requests for medical waivers for complete documentation and recommends final action.
- e. Functions as a permanent member of the Medical Waiver Review Board.
- f. Provides liaison and coordination with the command's Chief Nurse and with the head nurse of each region.

Chapter 4, Office of the Chief Nurse TOC

4-1. Organizational Structure. The Office of the Chief Nurse is unstructured.

4-2. Responsibilities. The Office of the Chief Nurse exercises staff supervision of all nurse related matters and is responsible for integration, direction and policy management of all Cadet Command nurse related issues.

4-3. Functions. The Chief Nurse--

- a. Serves as a nursing subject matter expert, advising the commander and staff on all actions and issues related to nursing.
- b. Serves as the administrator for the Cadet Command Partnership in Nursing Education (PNE) program.
- c. Monitors application, enrollment, retention, and accession nurse data. Provides technical review of all

actions related to nurse cadets, including accession packets and scholarship applications, as required.

d. Monitors nurse licensure and coordinates assignments and officer basic course dates for all nurse cadets. Monitors and coordinates branch reassignments for those individuals who fail to obtain/meet Army Nurse (AN) branch qualifications.

e. Advises and assists the regions and/or brigades with respect to recruiting activities and efforts, cadet management issues, and other nurse related issues.

f. Acts as consultant for marketing and advertising initiatives related to nursing. Advises and assists in developing varied recruiting programs to increase nursing student participation in ROTC.

g. Provides coordination oversight for the Nurse Summer Training Program (NSTP).

h. Conducts required nurse related SROTC training.

i. Serves as the HQCC nurse liaison to HQDA Office of The Surgeon General; Chief, Army Nurse Corps; U.S. Army Total Army Personnel Command (PERSCOM); U.S. Army Reserve Personnel Command (ARPERSCOM); U.S. Army Recruiting Center (USAREC); USAMEDCOM, 7th MEDCOM; and major Army commands.

j. Coordinates assignments of all nurses to Cadet Command staff officer positions (Region Chief Nurses and Nurse Counselors.)

4-4. Additional Functions - Region and/or Brigade

a. Directs, supervises, and coordinates actions of brigade nurse counselors.

b. Serves as a consultant to the commander and staff in developing and evaluating a comprehensive program to fulfill nurse production missions. Develops marketing plans and programs to attract, increase participation, and retain qualified nursing students in ROTC. Primary brigade responsibility is recruitment and retention activities--additional duties will be limited.

c. Represents the Army Nurse Corps and Cadet Command at recruiting activities. On each campus visited, the nurse counselor coaches battalion cadre on the unique aspects of nurse recruitment and retention, and reinforces the relationship between ROTC and the school of nursing. As requested, attends student conferences and nursing classes as a guest speaker. Talks with students, enlisted personnel, and parents who express interest in ROTC. Assists with operating recruiting booths at student nurse open houses and conventions. Develops and contacts centers of influence in universities, nursing organizations, the media, and the community at large to promote ROTC and nursing.

d. Monitors nurse cadet progress in ROTC and nursing studies. Assists in counseling, mentoring and coaching nurse cadets. Assists cadre in identifying at risk cadets and offers interventions to prevent disenrollment.

e. Coordinates NSTP Medical Treatment Facility (MTF) assignments for participating cadets. Conducts coordination staff visits to each MTF NSTP training site.

f. Conducts prime source nursing license verification.

g. Assists in coordinating and supervising medical activities at Camps.

Chapter 5, Office of the Assistant Chiefs of Staff, Army National Guard and U.S. Army Reserve

TOC

5-1. Organizational Structure. The office consists of two Assistant Chiefs of Staff (ACofS), one for the ARNG and one for the USAR.

5-2. Responsibilities. The ACofS provide advice, recommendations, and direction for matters pertaining to ARNG and USAR activities.

5-3. Functions. The ACofS--

a. Exchange information and coordinate with the Cadet Command staff on all actions that affect the ARNG-USAR-ROTC interface. Ensure consideration of the reserve component (RC) in pertinent ROTC decision-making processes.

b. Provide liaison with the National Guard Bureau (NGB); Army National Guard Readiness Center (ARNGRC); Army Reserve Personnel Command (AR-PERSCOM) Full Time Management Support Management Directorate (FTSMD); US Army Reserve Command (USARC); Office of the Chief, Army Reserve (OCAR); various DA agencies; State Adjutants General; Regional Leadership Brigades (State OCS, Phase III), and other RC elements.

c. Provide direction and liaison with ARNG and USAR ACofS at region level.

d. Develop and implement initiatives to ensure that cadets and cadre alike are knowledgeable in all facets of Guard and Reserve service.

e. Provide recommendations and assistance in administering the Guaranteed Reserve Forces Duty (GRFD) program and Simultaneous Membership Program (SMP).

f. Coordinate with NGB/OCAR on selecting, funding, placing, training, and general administration of Active Guard Reserve personnel attached in support of ROTC activities.

g. Advise and represent the commander, when appropriate, at selected conferences or meetings that have interface with ARNG and USAR actions, policies, and issues.

h. Attend ARNG and USAR sponsored management conferences (NGAUS, ROA, etc.) which foster the improvement of inter- relationships between Cadet Command and the RC community. Provide command input accordingly.

i. Conduct RC orientation during each session of School of Cadet Command (SOCC) Pre-Command Courses and other occasions, as appropriate.

j. Promote and manage Individual Ready Reserve (IRR) programs in support of ROTC such as Active Duty for Special Work (ADSW) during camps and IRR points-only training assistance to ROTC units.

k. Provide coordination on all matters dealing with ARNG OCS through state military academies at the state headquarters.

- l. Perform other functions on behalf of the command, as appropriate to the responsibilities of the ACofS.
- m. Coordinate and monitor Memoranda of Understanding between U.S. Army Cadet Command and OCAR/FTSMD for ACofS, USAR, PMS, and APMS ensuring that policies and procedures pertaining to these positions are current.
- n. Coordinate and monitor USAR training division support for National Advanced Leadership Camp and Leaders Training Course.
- o. Coordinate, establish, and monitor the IRR support to JROTC through the National Science Center High School Directorate.
- p. Assist in establishing and monitoring interservice support agreements and memoranda of understanding between NGB/State Adjutant General/USAR Regional Support Command commanders and the region.

5-4. Additional Functions - Region

- a. Monitor selection, assignment, training, utilization and reassignment of RC APMS.
- b. Provide advice and assistance for implementing and executing the Simultaneous Membership Program; Guaranteed Reserve Forces Duty/Reserve Forces Duty; Early Commissioning Program; Reserve Forces Duty Scholarship Program; and the RC/ROTC Partnership Program.
- c. Coordinate Title 10 Active Duty Special Work (ADSW) support requirements for National Advanced Leadership Camp with the region Training Division; forward ADSW request through the appropriate ACofS at HQCC for action by NGB or appropriate reserve command. ADSW requests must be submitted in the format prescribed by [AR 135-200](#), chapter 6.

Chapter 6, Office of the Command Historian

[TOC](#)

6-1. Organizational Structure. The Office of the Command Historian is unstructured.

6-2. Responsibilities. The command historian develops, publishes, and directs Cadet Command's historical programs and activities IAW [AR 870-5](#).

6-3. Functions. The command historian--

- a. Provides historical program management.

- (1) Develops and maintains Cadet Command's historical program, to include staff supervision of region historical activities.
- (2) Provides advice and recommendations to the commander on Army and TRADOC historical policy.
- (3) Exercises overall staff responsibility for military history and military history instructor training within the command.
- (4) Serves as the Army's point of contact on questions relating to the history of the Army cadet and

citizen-soldier education, and responds to historical information inquiries from higher commands, subordinate activities, and outside agencies.

(5) Stays abreast of developments in the historical community, by maintaining liaison with historians of other government agencies, attending historical conferences, attending battlefield staff rides, and reviewing current military history literature.

(6) Coordinates with the Combat Studies Institute, Center of Military History, and TRADOC Historian for the Military History Program.

b. Writes and publishes military history.

(1) Prepares special historical studies that place military history at the service of the commander and staff, by bringing historical perspective and institutional memory into the planning and decision-making processes.

(2) Prepares historical monographs on topics and events of historical significance to Cadet Command, TRADOC, and the Army, including histories of Army cadet and citizen-soldier education.

(3) Prepares the Cadet Command Annual History, and supervises completion of the Region Annual Command Histories, in accordance with prescribed Army and professional standards.

c. Teaches military history.

(1) Advises the commander on the use of military history in the professional development of leaders throughout the command, including development of a systematic program of historical study and battlefield staff rides.

(2) Develops military history educational programs.

(3) Provides subject matter expertise for integrating military history into the OFS system as well as other facets of the ROTC curriculum.

d. Preserves military history.

(1) Maintains the Cadet Command historical research collection (archives) to support the historical mission, and provide an institutional memory of the command.

(2) Conducts periodic oral history interviews and end-of-tour interviews of key personnel. These interviews are taped, transcribed, and maintained in the research collection.

(3) Coordinates with the command's records manager, to ensure collection, appraisal, and appropriate disposition of documents of historical significance to the command.

Chapter 7, Command Judge Advocate

7-1. Organizational Structure. The Office of the Command Judge Advocate (CJA) is unstructured.

7-2. Responsibilities. The CJA is a member of the commander's personal staff and is the principal legal

advisor responsible for providing legal advice to the CG, subordinate commanders, and the Cadet Command staff.

7-3. Functions. The CJA Office provides expert advice in the areas of--

a. Administrative law. Provides opinions and advice regarding interpretations and application of laws, regulations, and directives impacting the mission of Cadet Command. Specifically, the CJA Office--

- (1) Reviews cadet disenrollment proceedings consisting of boards of inquiry or investigating officers and reports of investigation. Determines legal sufficiency and recommends corrective action where necessary.
- (2) Reviews actions that order recoupment of scholarship benefits or active enlisted duty from cadets in breach of their scholarship contracts. Advises the Commander whether such actions comply with applicable federal law and DA guidance. Coordinates with Assistant Secretary of the Army (M&RA) and Office of The Judge Advocate General (OTJAG) as necessary.
- (3) Provides preliminary advice to [AR 15-6](#) investigating officers and boards and completes legal review of finished investigations upon direction of the appointing authority and when required by regulation.
- (4) Reviews Conscientious Objector applications before forwarding to the approval authority.
- (5) Provides advice on adverse administrative actions against military members assigned to Cadet Command and assists with preparation of General Officer Memoranda of Reprimand and related actions.
- (6) Reviews actions to decertify Junior ROTC Instructors.
- (7) Teaches administrative law and related legal issues for the Pre-Command Course.

b. Contract, fiscal, and acquisition law.

- (1) Reviews requirements and statements of work to ensure compliance with the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation (DFAR), and Army Federal Acquisition Regulation (AFAR) and applicable federal contract law.
- (2) Facilitates contract award and administration actions between the Resource Management and Logistics Directorate Acquisition Team and the applicable contracting agency – normally the TRADOC Acquisition Center.
- (3) Reviews cadet non-scholarship and scholarship contract issues.
- (4) Reviews proposed contracts to establish Junior and Senior ROTC units and National Defense Cadet Corps Units at schools, colleges, and universities. Advises the Command on the administration of such contracts. Also advises the Command on issues related to federal laws and policies regarding school anti-ROTC policies.
- (5) Reviews proposed contract off-loading actions and determines whether such actions are legally sufficient.
- (6) Advises Professors of Military Science and higher level commanders on appropriate interaction and

relationships with contracted cadre.

(7) Reviews Directorate of Resource Management and Logistics fiscal issues and advises on proper use of appropriated funds.

(8) Annually reviews Public and Confidential Financial Disclosures for those members of the Command required to file such forms.

(9) Provides annual ethics training as required by the Joint Ethics Regulation for individuals with contract and fiscal responsibilities.

(10) Reviews and determines legal sufficiency of proposed use of ".0012" Official Host and Representational Funds.

c. Military Justice matters.

(1) Advises the Headquarters, Headquarters Company Commander on proposed UCMJ actions.

(2) Reviews Article 138 complaints and recommends appropriate dispositions.

(3) Coordinates with Office Staff Judge Advocate (OSJA) at the region level to provide advice and track dispositions of UCMJ actions against regional cadre assigned to Cadet Command.

(4) Teaches Military Justice issues for the Pre-Command Course.

d. Environmental law. Coordinates with the TRADOC OSJA environmental law attorneys regarding environmental issues that arise at the Battalion, Brigade, Region, and Headquarters levels.

e. Labor law. Coordinates with the TRADOC OSJA labor law attorneys and provides advice to the Command regarding labor issues that arise within the Headquarters.

f. Government information practices.

(1) Reviews Freedom of Information Act (FOIA) and Privacy Act requests submitted to the Command's FOIA officer. Provides related advice to the Command as necessary.

(2) Advises the Command Public Affairs Office on the release of information to the public.

g. Ethics counseling.

(1) Provides Designated Agency Ethics Advisor advice to individuals within the Command from Battalion to Headquarters level.

(2) Provides post-government employment advice to all levels of the Command.

(3) Provides procurement integrity advice.

(4) Provides annual ethics training as required.

(5) Incorporates appropriate ethics advice into legal reviews as appropriate.

7-4. Additional Functions – Regions and Brigades. Coordinates delivery of local legal services as required in the areas of legal assistance, claims, reports of survey, and line of duty investigations.

Chapter 8, Safety Manager [TOC](#)

8-1. Organizational Structure. The Office of the Safety Manager is unstructured.

8-2. Responsibilities. The Safety Manager is a member of the commander's special staff, and is the principal staff adviser, technical consultant, and coordinator to the commander and the staff in planning, organizing, directing, and evaluating all safety and occupational health efforts within the command.

8-3. Functions. The Safety Manager--

- a. Provides guidance for establishing and implementing plans, policies, and procedures for conducting safety and occupational health activities at all levels of command.
- b. Provides interpretation of safety and occupational health policies and procedures.
- c. Budgets for resources necessary to conduct safety activities.
- d. Provides technical and professional assistance to eliminate or control unsafe behavior and environments.
- e. Assists subordinate commanders and supervisors in determining the numbers and qualifications of personnel necessary to ensure an effective safety program.
- f. Assists subordinate commanders and supervisors in developing safety and occupational health training.
- g. Determines the need to procure and distribute safety and occupational health promotional and educational materials within the command.
- h. Provides technical assistance in accident investigating and reporting to ensure accuracy, completeness, and timeliness. Reviews accident reports to ensure they comply with [AR 385-40](#).
- i. Collects, analyzes, and disseminates data concerning the accident experience of the command and subordinate elements. Prepares progress reports of accident prevention and occupational health activities and other reports and studies required by higher authority.
- j. Develops recommendations for corrective measures where warranted by adverse accident rates or trends, hazardous conditions or procedures, and other deficiencies.
- k. Ensures that adequate safe practices and safe physical standards are incorporated in operating procedures, manuals, directives, and other instructions.
- l. Reviews plans for proposed demonstrations, exhibits, exercises, or contingencies to ensure the safety and occupational health of Army personnel and the public.
- m. Provides loss control material and ensures high-quality training for civilian and military staff

personnel at all levels.

n. Provides direction for the safety and occupational health segment of the civilian career program.

o. Maintains close liaison with other staff agencies on all relevant safety, occupational health, and ergonomics matters.

p. Conducts evaluations and inspections of safety programs and activities.

q. Investigates and analyzes field exercise accidents and other special emphasis areas to determine cause factors and provide appropriate prevention measures.

r. Participates in planning, conducting, and debriefing exercises. Participates in related activities, to include in-process reviews. Ensures safety principles are incorporated into all field training operations orders.

s. Establishes and maintains liaison with other military services, federal and civilian agencies, and where appropriate, host nations to ensure cooperation on matters of mutual concern.

t. Develops policies, standards, and procedures for implementing accident prevention efforts and risk management process.

u. Maintains appropriate Army safety regulations, directives, messages, and publications in a reference library.

v. Manages and conducts safety and occupational health advisory councils.

w. Participates in MACOM/Installation Planning Boards to ensure that safety considerations are presented in Master

Planning, MCA, and OMA project approvals and work order prosecutions.

x. Establishes and implements a local awards program for organizational and individual awards.

y. Develops and implements a functional Collateral Duty Safety Officer/NCO program.

8-4. Functions - Region Safety Officers

a. Oversees safety inspections of headquarters, battalions, and high schools.

b. Establishes a safety office at region summer camp(s) to provide safety support, i.e., inspections, accident reporting, risk management process, awareness, etc.

c. Organizes and monitors hazardous materials training as required (so that units and camp committees are able to draw, transport, and temporarily store ammunition).

Chapter 9, Information Management Directorate

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9-1. Information Management Directorate (IMD)

a. **Organizational structure.** The organizational structure of the Information Management Directorate is shown at figure 9-1.

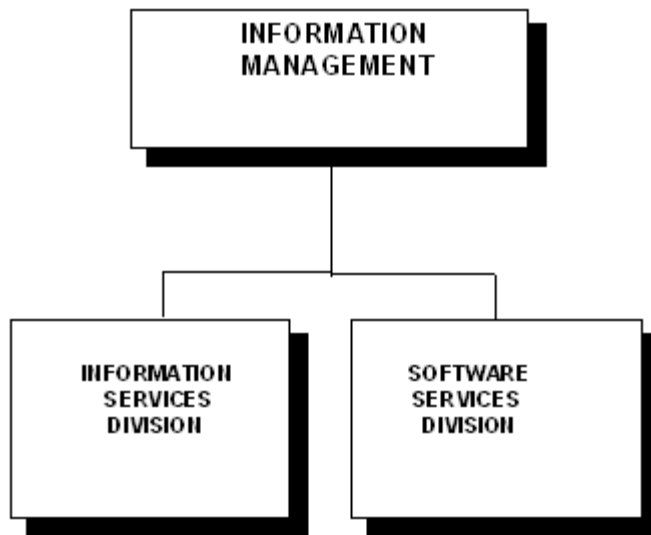


Figure 9-1. Information Management Directorate Organizational Structure

b. Responsibilities. The IMD is responsible for integrating, directing, and policy management of all Cadet Command automation systems. It establishes automation goals and objectives for the command, and provides total system integration of all information management activities within the command.

c. Functions. The IMD manages the Cadet Command Information Mission Management System (CCIMS), and other systems used by Cadet Command, network operations, technical customer support, automation training, ADP security, Information Assurance, and Information Technology (IT) services contracts. The Director chairs any IT steering committees/work groups and Configuration Management Boards. The Director—

- (1) Oversees and approves budget, contracted services, application development, and information services for Cadet Command.
- (2) Ensures Cadet Command information services, servers, networks and automation meet established standards, regulations, and policy.
- (3) Develops 5-year plan and manages resources to meet Cadet Command objectives.
- (4) Chairs IT Steering Committee and provides guidance to Configuration Management Board.
- (5) Establishes Information Mission Area (IMA) goals and strategy for Cadet command.
- (6) Manages all resources to support Cadet Command mission.
- (7) Sets standard for customer services.
- (8) Advises the Commander and staff on the IMA and recommends solution, direction, and strategy to meet the Commander's vision.

9-2. Information Services Division. The Information Services Division--

- a. Advises the Director and staff on all actions involving information management.
- b. Responsible for all actions and coordination involving technical information management that includes data processing, office automation, communications and information assurance.
- c. Conducts and maintains formal information management studies and the mission automation analysis necessary to determine information management requirements.
- d. Obtains automation products and services. Ensures contractors and government representatives comply with established contracting and procurement regulations.
- e. Develops and submits the Information Management Master Plan (IMMP), and monitors command mission and needs to ensure that the IMMP remains a dynamic document. Directs and monitors implementation of subordinate commands and activities portions of the Army IMMP.
- f. Develops, manages, operates or supervises, and maintains all data processing and office automation hardware, software, local area network and telecommunication equipment both military and commercial for the command.
- g. Develops printing requirements for submission to DOIM. Approves and coordinates Headquarters, Cadet Command printing requests.
- h. Coordinates with DOIM on infrastructure projects, networking issues, Email support, NIPRNET access, and other IT areas within the DOIM's purview.
- i. Provides the Information Systems Security Officer and network administrators in support of information assurances as directed by [AR 380-19](#).
- j. Manages required training for office automation and telecommunications equipment for the command and subordinate units.
- k. Develops and maintains all operating system code and network infrastructure.
- l. Implements approved policies and plans developed for standardizing hardware and software, in accordance with appropriate higher headquarters' guidance.
- m. Develops and manages SROTC and JROTC command Information Technology (IT) budget. Develops POM UFRs in support of Command IT initiatives.
- n. Responsible for the Headquarters, Cadet Command mail distribution and policy, forms and regulation manager.

9-3. Software Services Division. The Software Services Division—

- a. Coordinates with higher headquarters to ensure developed systems, applications, and programs are included in and meets with the requirements statements and automation architecture, to include interface with the appropriate Army standard automation systems. Executes assigned portion of higher headquarters' IMMP.

- b. Develops, manages, operates or supervises and maintains all Cadet Command Information Management software for both military and commercial systems.
- c. Recommends revisions, and develops/assists in developing or updating regulations and functional user manuals.
- d. Acts as recorder for the command's Configuration Management Board.
- e. Coordinates systems analysis and documentation for the command's systems program development. This includes responsibility for local unique requirements that may arise as well as for command standard systems. Coordinates all engineering change proposals. Coordinates, prioritizes, and implements priorities established by the Commander. Develops and maintains all system application code.
- f. Develops and modifies contracts for development of applications and analysis of Cadet Command processes.

9-4. Additional Functions -Region

- a. Proponent for hardware operations of CCIMS at region headquarters and host universities; monitors utilization, service, and training.
- b. Acts as system administrator for region headquarters to include day-to-day computer operations, operator level maintenance, reporting and security requirements IAW [AR 380-19](#). Recommends and executes procedures and policies to accomplish more efficiently and effectively the operational mission with emphasis on automation management disciplines.
- c. Installs (or coordinates installation) hardware/software at user sites in accordance with guidelines established within the steering committee.
- d. Coordinates automation management requirements for region summer camps and serves as director of automation and programs management.
- e. Prepares and presents automation briefings and hosts executive level sessions on automation topics.
- f. Approves userids, passwords, and user roles from CCIMS for region, brigade, and battalion.

Chapter 10, Personnel and Administration Directorate



10-1. Personnel and Administration Directorate (P&AD)

- a. Organizational structure. The organizational structure of the Personnel and Administration Directorate is shown at figure 10-1.

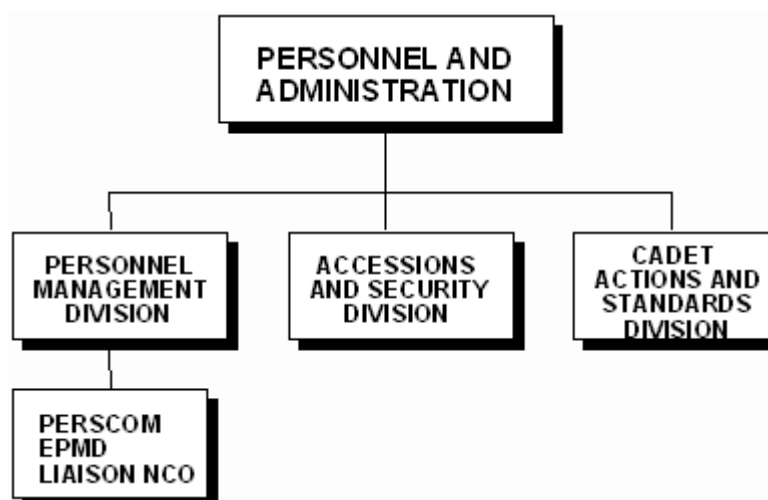


Figure 10-1. Personnel and Administration Directorate Organizational Structure

b. Responsibilities.

- (1) Advises and assists the commander on all matters concerning cadet and personnel management and administration.
- (2) Directs implementation of DA and TRADOC policies; formulates and implements command policies and procedures for effective management of military, cadet, and civilian work forces.
- (3) Functional proponent for the ROTC cadet accession systems, cadet actions and personnel management.
- (4) Directs assignment and monitors personnel management within the command to maintain the command's strength with qualified personnel.
- (5) Provides staff assistance visits and participation in inspections.
- (6) Manages all congressional inquiries.

10-2. Personnel Management Division. The Personnel Management Division--

a. Manages military personnel actions for the command.

- (1) Establishes and reviews personnel strength reporting procedures.
- (2) Prepares and maintains rosters of all officer, enlisted, and civilian personnel assigned to HQCC.
- (3) Establishes, administers, monitors, and reports the commandwide military and cadet awards program; conducts awards boards; processes award recommendations; and prepares endorsements for awards submitted to the TRADOC Deputy Chief of Staff for Base Operations Support (DCSBOS) and the HQDA DCSPER.
- (4) Establishes personnel management policies for active component personnel assigned to HQCC.

- (5) Manages officer and enlisted rating schemes and submission/processing of evaluations.
- (6) Establishes and maintains officer efficiency report (OER)/noncommissioned officer efficiency reports (NCOER) suspense systems.
- (7) Manages the Officer Distribution Plan (ODP).
- (8) Manages the Enlisted Distribution Target Model (EDTM).
- (9) Provides listings and analysis of all command, promotion, and school selection board results for active component soldiers.
- (10) Manages nomination assignments of active component PMS and APMS to fill Battalion vacancies.
- (11) Conducts centralized PMS selection boards.
- (12) Maintains accurate personnel management data for the entire command.
- (13) Serves as the command's personnel tasking proponent. Works directly with Central Tasking Office, HQ TRADOC to identify personnel to serve temporary duty taskings.
- (14) Manages serious incident reporting.
- (15) Serves as the Command's Freedom of Information (FOIA) and Privacy Act proponent.
- (16) Manages sexual misconduct report.
- (17) Manages Headquarters strength report.
- (18) Manages the non-deployable report.
- b. Serves as the Cadet Command Liaison Officer to the Senior ROTC contractor. Refers, as required, specific issues and/or questions to the appropriate HQCC Directorate for response and appropriate action. Resource Management will continue in its role as the contracting representative officer (COTR).
- c. Manages civilian personnel actions for the command.
 - (1) Coordinates with the Civilian Personnel Directorate, HQ TRADOC on all civilian personnel policies and procedures.
 - (2) Develops and establishes policy, and advises the Director, P&AD, on civilian personnel matters.
 - (3) Provides direct support to HQCC for civilian awards, performance appraisals, promotions, recruiting, training, and professional development.
 - (4) Prepares the Civilian Personnel Status Report.
- d. Provides command management of the following:

(1) Quality of Life Program in areas relating to health, welfare, morale, and the Army Family Action Plan.

(2) Wear of Army uniforms and insignia ([AR 670-1](#)).

(3) Cadet awards ([AR 600-8-22](#)).

10-3. Additional Functions - Region. Gathers all Standard Installation/Division Personnel System (SIDPERS) data to enter in the data base.

10-4. PERSCOM Enlisted Personnel Management Division Liaison Officer--

a. Communicates, coordinates and interfaces with Enlisted Personnel Management Directorate on personnel matters pertaining to ROTC assignment policies and procedures.

b. Monitors personnel requisitions received from regions and HQCC.

c. Maintains personnel statistics and levels of fill.

d. Resolves personnel problems.

e. Advises Cadet Command on all enlisted management matters.

10-5. Cadet Actions and Standards Division. The Cadet Actions and Standards Division--

a. Serves as the Cadet Command proponent for management of cadet actions. Acts on/monitors requests for enrollment, retention, and disenrollment in matters relating to cadets. Ensures that quality students are contracted.

b. Acts as the functional proponent for [AR 145-1](#), Reserve Officers' Training Corps (ROTC) Program: Organization, Administration, and Training.

c. Exercises functional proponentcy for preparing and publishing cadet contracts ([DA Form 597-3](#) (Scholarship) and [DA Form 597](#) (Nonscholarship)).

d. Prescribes and publishes command operational guidance concerning cadet personnel standards for enrollment, retention, and disenrollment ([CC PAM 145-4](#), PMS Guide for Enrollment, Retention and Disenrollment).

e. Maintains cadet policy file for enrollment, retention, and disenrollment standards.

f. Promulgates, monitors, and interprets policy as it pertains to SROTC cadet actions.

g. Responds to congressional inquiries, as pertains to cadet management area of responsibilities.

h. Executes the administration of the scholarship recoupment program for cadets during the disenrollment process, to include appeals relative to payback.

i. Maintains liaison with HQDA, TRADOC, Defense Finance and Accounting Service-Denver (DFAS-D), USAREC, AR-PERSCOM, regions, brigades and battalions on SROTC enrollment, retention, and

disenrollment matters relating to cadets.

- j. Executes order to active duty for breach of contract. Manages all phases of order to active duty/grade determination of cadets, to include preparation, maintenance and coordination with appropriate government agencies.
- k. Serves as Cadet Command point of contact for nonscholarship enrollment standards of active duty personnel being discharged under chapter 16, [AR 635-200](#) for acceptance into the SROTC program.
- l. Serves as the Cadet Command proponent for administrative standards concerning medical issues for SROTC cadets.
- m. Prescribes and publishes policy and procedural guidance regarding medical examinations.
- n. Serves as the point of contact for the DODMERB and DA Office of the Surgeon General concerning medical standards and policies pertaining to SROTC cadets.
- o. Monitors medical status of all scholarship and nonscholarship applicants for Leader's Training Course (basic camp) and cadets attending National Leadership Advanced Camp (advanced camp) for commissioning.
- p. Establishes, implements and publishes DOL and VA policy concerning health benefits (compensation for injury) for applicants and cadets and cadet dental policy.
- q. Implements DOD directives and policies for the drug and alcohol program. Serves as Cadet Command proponent for the Drug and Alcohol Testing Program at National Leader's Training Camp (advanced camp), and exercises staff responsibility for monitoring the testing program.
- r. Implements DOD directives and policies for HIV III testing and establishes and monitors procedures for screening tests for cadets. Serves as Cadet Command proponent for the HIV III testing program, and exercises staff responsibility for monitoring the testing program.
- s. Prepares implementing instructions, briefings, and programs and makes staff visits to SROTC units for management/administration of ROTC cadets.
- t. Monitors requests relating to cadets when the approval authority level is brigade/battalion, e.g., probations, leaves of absence, certain non-medical waivers, etc.
- u. Establishes, maintains, cut offs, and disposes of office files pertaining to individual and collective cadet personnel actions and office management.
- v. Proponent and POC for providing training and administrative guidance for cadet actions to battalions.
- w. Publishes Quarterly Report for ASA(M&RA) concerning disenrollments due to breach of contract.

10-6. Accessions and Security Division

- a. Manages the officer accessions and procurement programs for Cadet Command and--
 - (1) Advises the commander in all matters relating to selection and branching policies and procedures.

- (2) Coordinates with PERSCOM, AR-PERSCOM, and battalions regarding annual Branch Officer Basic Course scheduling.
 - (3) Prepares National Advanced Leadership Camp accessions briefings.
 - (4) Researches and publishes the annual Cadet Command Accessions Bulletin and the Fiscal Year Accessions Summary.
 - (5) Provides accessioning guidance to battalions through [CCR-145-9](#) and CCC 601-XX-1 (updated annually).
 - (6) Provides input to DCSPER's annual accessions plan.
 - (7) Maintains relevant accessions data and statistics through an accession data base.
 - (8) Receives, reviews, corrects as needed and refers accession files to the annual Order of Merit List (OML) Panel.
 - (9) Conducts the annual Order of Merit List (OML) Panel phase of the DA/ROTC Selection and Branching Board and participates in the branching phase.
 - (10) Notifies battalions of accession results and processes duty status/branch changes.
 - (11) Attends annual Branch Officer Basic Course Conference (BOBCC) at HQDA to schedule active duty selectees and informs battalions of results.
 - (12) Manages the Gold Bar Recruiter Program (GBRP) and is proponent for CC Cir 601-XX-2 (updated annually).
 - (13) Manages OBC quotas in ATRRS for active duty selectees and schedules officers for OBC attendance, and when applicable, for GBR duty and duty as a Camp Cadre LT.
 - (14) Obtains assignment instructions from PERSCOM through TOPMIS and issues active duty orders, including orders for GBRs and Camp LTs.
 - (15) Issues orders assigning officers selected for Reserve duty to AR-PERSCOM.
 - (16) Receives and processes OMPF/MPRF and [DA Form 591](#) series for officers selected for educational delay. Issues orders assigning these officers to AR-PERSCOM when all actions are complete.
 - (17) Provides guidance/assistance to Cadet Command chain of command on issues regarding cadets/LTs scheduled for accession.
- b. Serves as functional proponent for commissioning policies and procedures.
 - c. Serves as advisor to the commander on active duty, and reserve forces duty matters affecting SROTC graduates.
 - d. Coordinates Cadet Command accession actions with DCSPER, AR-PERSCOM, PERSCOM, and battalions.

- e. Serves as functional proponent for [CCR-145-9](#).
- f. Provides responses to congressional inquiries, as pertains to commissioning and accession issues.
- g. The Security Branch, HQ, U.S. Army Cadet Command, is assigned the primary staff responsibility for management and execution of contracted cadet and cadre personnel security clearances throughout U.S. Army Cadet Command. The Security Branch will:
 - (1) Develop personnel security policies and procedures.
 - (2) Provide personnel security training and guidance.
 - (3) Manage the HQ Security Branch Personnel Security database for contracted cadets and cadre security clearances.
 - (4) Submit Electronic Personnel Security Questionnaires (EPSQ's) and applicable forms to the Office of Personnel Management (OPM).
 - (5) As applicable, submit [DA Form 5247-R](#) (Request for Security Determination) pertaining to contracted cadets to the U.S. Army Central Personnel Security Clearance Facility (USACCF).
 - (6) Monitor contracted cadets and cadre personnel EPSQ's and [DA Form 5247-R](#) submissions.
 - (7) Submit [DA Form 5248-R](#) (Reports of Unfavorable Information for Security Determination) pertaining to contracted cadets and cadre personnel to the USACCF.
 - (8) Receive and process "Intent to Deny Clearance" actions and "Requests for Information" actions from USACCF.
 - (9) Provide cadet and cadre Personnel Security status checks to applicable security managers.
 - (10) Forward contracted cadets and cadre personnel [DA Form 873](#) (Certificate of Security Clearance and/or Determination) to applicable security managers.

Chapter 11, Resource Management and Logistics Directorate

[TOC](#)

11-1. Resource Management and Logistics Directorate

- a. Organizational structure. The organizational structure of the Resource Management and Logistics Directorate is shown at figure 11-1.



Figure 11-1. Resource Management and Logistics Directorate Organizational Structure

b. Responsibilities. The Resource Management and Logistics Directorate--

- (1) Directs resource programming, management, logistics, acquisition, and financial matters.
- (2) Establishes and controls allocated, appropriated, and nonappropriated funds.
- (3) Directs and manages Cadet Command manpower management and equipment control program.
- (4) Manages the command's Management Control Program.
- (5) Serves as focal point and monitors all actions relating to General Accounting Office, Army Audit Agency, Internal Review and Audit Compliance, or other audit activities.
- (6) Directs staff assistance visits, and participates in inspections.
- (7) Presents instruction in resource management for cadre attending the School of Cadet Command (SOCC).

11-2. Management and Logistics Division. The Management and Logistics Division--

a. Serves as the manpower resource manager for all manpower related issues and internal and external actions that affect command manpower resources.

- (1) Develops manpower data for inclusion in TRADOC and DA programming and planning systems, e.g., TRADOC Command Plan, MACOM Executive Summary Review, Program Objective Memorandum submissions, and Total Army Analysis.
- (2) Supervises implementation of DA manpower policy guidance; develops and directs manpower guidance for the command.
- (3) Manages the manpower staffing determination process for the command. Distributes manpower allocations for all command (Senior and Junior ROTC) activities, and assures manpower resources balance and reflect correct strength, grade structure, and military occupational specialty distribution.

(4) Analyzes and determines the force structure impact of current operations for mobilization and contingency plans, staff studies, and mission/realignment.

(5) Develops tables of distribution and allowances (TDA), modification tables of distribution and allowances (MTDA), and provides TAADS technical advice for developing and maintaining the mobilization TDA in accordance with applicable directives.

b. Serves as the logistics manager for all supply and logistics related issues.

(1) Supervises establishment/disestablishment of SROTC battalions and JROTC units as relates to the unit identification code (UIC)/derivative UIC, Department of Defense Activity Address Code (DODAAC), manpower/equipment documentation, control of property and other resources.

(2) Directs and manages changes to authorization (differences, increases, and decreases) allowances for clothing and/or equipment. ([CTA 50-900](#), [CTA 50-909](#), [CTA 50-970](#), TDA, [AR 71-32](#).)

(3) Recommends changes to Public Law, DOD directives and Army regulations relative to command logistics matters, [AR 30](#)-series, [AR 58-1](#), [AR 700/710/735](#)-series and [TM 38-600](#)).

(4) Develops and disseminates policy and procedures required for managing and supervising the command bonding and insurance program. ([AR 735-5](#)).

(5) Establishes and maintains current records required to insure continuous bond or other indemnity as required by Public Law 88-647 (safeguard, care, replacement of government property).

(6) Regulates intra/interservice support within the command through managing the Defense Regional Interservice Support system.

(7) Approval authority for all Inter/Intra Service Support Agreements.

(8) Plans, develops, and implements policy and procedures relative to equipment/supply management and accountability. Manages basis of issue plans.

(9) Provides functional management, automated data base, and technical responsibility for Cadet Command's nontactical GSA vehicle fleet.

(10) Provides liaison with DA, TRADOC, Logistics Integration Agency (LIA), AMC, Defense Supply Center Philadelphia (DSCP), and PERSCOM.

(11) Presents logistics instruction for the JSOCC.

c. Provides assistance to each director or special staff for preparing acquisition packages for contracted services or commodities. Prepares updates to [CCR-715-1](#), which clarifies the process of preparing acquisition packages. Prepares or reviews the following parts to all acquisition packages for Headquarters, Cadet Command:

- Statement of work.
- Purchase Request and Commitments ([DA Form 3953](#)).

- Independent Government Cost Estimates.
- Inspection requirements.
- Surveillance plans.
- Other parts related to complex acquisition packages.

d. Conducts a variety of special one-time management studies and projects.

e. Directs the Management Control Program ([AR 11-2](#)).

f. Serves as the focal point and monitors all actions relating to audits, surveys, and reviews performed by external agencies such as General Accounting Office, DOD Inspector General, U.S. Army Audit Agency, TRADOC Internal Review and Audit Compliance, and commercial audit/accounting firms (CPA firms under contract).

g. Supervises administrative organizational matters and functions to include preparing [CCR-10-5](#).

h. Supervises the Army Ideas for Excellence Program (suggestion program) for the command.

i. Manages and administers the Army Travel Card Program.

11-3. Additional Functions - Region

a. Maintains headquarters property book or hand receipt. Requisitions, receipts, issues, stores, turns-in, repairs, and accounts for all headquarters expendable and nonexpendable supplies and equipment.

b. Conducts logistics inspections of SROTC battalions when required. Conducts logistics assistance visits at the battalion and unit level.

c. Coordinates logistical support requirements for region summer camps to include operating the region warehouse.

d. Monitors interservice and intraservice agreements in support of region and camp operations, and makes recommendations for changes as appropriate.

e. Manages the region's GSA fleet, to include distribution, redistribution, turn-in, funding, and mileage.

f. Supervises the reports of survey system for region level approving authority. Receives, reviews, and recommends appropriate action on reports of surveys requiring region level action.

g. Coordinates and manages the Command Supply Discipline Program for region level management, and Chief of Staff, Army Supply Excellence Award program at region level.

11-4. Additional Functions - Brigade

a. Maintains headquarters hand receipt. Requisitions, receipts, issues, stores, turns-in, repairs, and accounts for all headquarters expendable and nonexpendable supplies and equipment.

- b. Conducts logistics inspections of SROTC battalions and coordinates the scheduling of logistics inspection program conducted by the supporting installation. Conducts logistics assistance visits at the battalion and unit level.
- c. Coordinates logistical support requirements for brigade and battalions.
- d. Monitors interservice and intraservice agreements in support of SROTC battalions and makes recommendations for changes as appropriate.
- e. Coordinates selection of support installations for newly established ROTC battalions and coordinates changes for established battalions.
- f. Manages the brigade's GSA fleet, to include distribution, redistribution, turn-in, funding, and mileage.
- g. Develops and presents logistical training at central locations within the brigade to ensure supply accountability and determines strengths and weaknesses of assigned battalion logistical personnel.
- h. Monitors, controls and approves distribution, redistribution, and utilization of all ROTC equipment and clothing for the brigade.
- i. Maintains the reports of survey register for brigade level approving authority. Receives, reviews, and recommends appropriate action on all reports of surveys processed at brigade level.
- j. Coordinates and manages the Command Supply Discipline Program, and Chief of Staff, Army Supply Excellence Award program for brigade SROTC battalions.
- k. Extracts, compiles, and interprets data on all losses of property within the brigade for the quarterly Review and Analysis and the Management Information Systems for Supply Accountability Adjustment Reports.
- l. Maintains detailed analysis of each ROTC battalion's logistic procedures and practices to ensure compliance with regulatory requirement and evaluates battalion's ability to account for Government property.

11-5. Program and Budget Division. The Program and Budget Division--

- a. Directs the command resource programming, budgeting, and execution.
- b. Executes DA and TRADOC planning, programming, and budgeting guidance.
- c. Directs and coordinates development and submission of the Program Objective Memorandum.
- d. Manages current year execution to determine out-year resource implications.
- e. Directs development of the command budgets for all Operation and Maintenance, Army (OMA) and Reserve Personnel, Army (RPA) appropriations and other fund sources.
- f. Prepares the Command Operating Budget (COB), Resource Management Update, and mid-year reviews.

- g. Has jurisdiction over financial management records to support development of the COB, Resource Management Update, Budget Execution Submission, and other budgetary and programming requirements.
- h. Supervises budgetary matters and implements command budget policy.
- i. Represents the command at HQDA (DCSPER and OCAR) and TRADOC, DCSRM Program Resource Advisory Committee (PRAC) and working PRAC meetings. Controls interface with higher headquarters and supporting installations on resource matters and provides representation on committees and study groups.
- j. Acts as liaison with DFAS-Rome on budget matters.
- k. Executes the approved operating budget; supervising staff participation, interpreting trends, and rates of obligation; and analyzes impact of resource utilization on current and future periods for possible reprogramming action.
- l. Directs financial control over fund allocation and ceilings, commitments, obligations, and expenditures. Controls maximum utilization of funds to preclude misuse, fraud, or over obligation of funds. Issues Fund Authorization Documents (FADs) to support installations and Obligation Targets to Region Headquarters and HQCC Region Teams.
- m. Programs JROTC funds for high school instructor pay and high school operations. Maintains control of instructor pay levels for approved varying percentage reimbursement for high school programs, career academies, and DAI levels. Manages centralized control of JROTC HS liaison and inspection travel.
- n. Manages civilian pay program for DA civilians.
- o. Analyzes the approved operating budget for each supporting installation and ROTC region. Prepares monthly statistical data for CG.
- p. Is the fund certifying officer for HQ OMA accounts (SROTC, JROTC, Advertising, Audiovisual and RPA) and fund custodian for the Secretary of the Army .0012 Contingency Fund.
- q. Develops and supervises the Army management structure for command funding programs. Determines proper cost detail levels needed to properly track mission resources. Prepares financial records in significant detail to extract workload and resources by relevant mission.
- r. Processes all travel orders, contract, supply and equipment requests, and other financial documents in support of HQCC.
- s. Guides formal and informal reconciliation with DFAS-Rome and financial reports (i.e., STANFINS).
- t. Directs liaison with TRADOC budget office, Fort Monroe DRM, local and centralized contracting office(s), and other activities involved in functions relating to execution of ROTC programs.
- u. Participates in and initiates studies relating to planning, programming, budgeting, and management of resources.
- v. Presides over trend and variance analyses of programs, activities and installation costs, workforce and

workload data.

11-6. Additional Functions - Region

- a. Executes the approved operating budget for the Region Headquarters; supervising staff participation, interpreting trends, and rates of obligation; and analyzes impact of resource utilization on current and future periods for possible reprogramming action.
- b. Manages current year Region Headquarter's execution to determine out-year resource implications.
- c. Directs financial control over Region Headquarter's fund allocation and ceilings, commitments, obligations, and expenditures. Controls maximum utilization of funds to preclude misuse, fraud, or over obligation of funds.
- d. Manages civilian pay program for Region Headquarter's DA civilians.
- e. Processes all travel orders, contract, supply and equipment requests, and other financial documents in support of Region Headquarters.
- f. Conducts formal and informal reconciliation with DFAS-Rome and financial reports (i.e., STANFINS).
- g. Directs liaison with HQCC, DFAS-Rome, contracting office, and other activities involved in functions relating to execution of Region Headquarter's programs.
- h. Develops and supervises the Army management structure for Region Headquarter's funding programs. Determines proper cost detail levels needed to properly track mission resources. Prepares financial records in significant detail to extract workload and resources by relevant mission.
- i. Recommends Region Headquarter's allocation of Cadet Command funds, analyzes execution, and reports results. Recommends reprogramming action to region commander.
- j. Supervises budgetary matters and implements command budget policy. Manages Cadet Command and TRADOC Budget Guidance.
- k. Budgets for all region level managed programs. Advises region staff, brigade commanders and battalions/units on funding programs and resolves resource issues.
- l. Directs and coordinates development and submission of region COB, Resource Management Update, and mid-year reviews.
- m. Presides over Region Headquarter's trend and variance analyses of programs, activities and installation costs, workforce and workload data.
- n. Represents the region at PRAC and working PRAC meetings.
- o. Prepares and submits Unfinanced Requirements (UFRs) for the Region Headquarters. Reviews UFRs submitted from Brigades/Battalions, prioritize, and submits them to HQCC RM.
- p. Manages the financial assistance program for scholarship recipients. Establishes tuition contracts with

colleges, receives invoices, approves/disapproves, and forwards to paying finance office.

11-7. Pay Operations Division. The Pay Operations Division--

- a. Directs all battalion cadet pay operations for the academic school year and the Army national scholarship program.
- b. Directs development of all policy for cadet pay related issues.
- c. Directs and coordinates all pay related procedures for Basic and National Advanced Leadership Camp Cadets.
- d. Directs and coordinates all JROTC instructor pay reimbursement.
- e. Directs and manages all debt management for cadet and retired instructor pay actions.
- f. Directs and manages all Defense Finance and Accounting System (DFAS) Reserve and Active Component requirements for system support changes and new initiatives.
- g. Supervises all financial matters and implements command pay policy for cadets and retired instructors.
- h. Represents the command at tri-service financial workshops and policy work groups. Controls interface with DFAS on all financial active and reserve pay matters as related to cadets and instructor management.
- i. Acts as liaison with DFAS-Indianapolis and DFAS-Denver having responsibility for the Defense Joint Military Pay System-Reserve Component/ROTC Cadet Pay System (DJMS-RC/ROTC) and the Defense Joint Military Pay System-Active component/Instructor Pay Program (DJMS-AC/IPP). Represents the command at DJMS level decision briefs and workgroups on joint pay entitlement issues and procedures. Serves as a voting member of configuration control board. Coordinates policy and procedures at OSD, DA, TRADOC and other services for compliance and standardization.
- j. Develops and supervises all financial related CCMMS modules/functions (Cadet Pay for Battalion/Region Level and Camp Operations and Scholarship Tracking System) for legality of pay entitlements. Develops and supervises all financial related retired instructor data, certification review of funds, and overall system management.
- k. Manages centralized control of cadet pay entitlements and retired instructor pay at DFAS-I and DFAS-DE. Acts as Funding Authorization Document holder for funds executed at DFAS-I and DFAS-DE.
- l. Programs resources in support of the financial assistance tuition program for all scholarship recipients. Develops and recommends affordable funding levels for scholarship tiering and books and supplies (flat rate) amounts. Recommends reimbursement categories for miscellaneous fee portion of tuition reimbursement.
- m. Monitors proper military pay calculations for JROTC funds for high school instructor pay and high school operations. Maintains control of instructor pay levels for approved varying percentage reimbursement for high school programs, career academies, and DAI levels.

Chapter 12, Training Directorate **TOC****12-1. Training Directorate**

a. Organizational structure. The organizational structure of the Training Directorate is shown in figure 12-1.

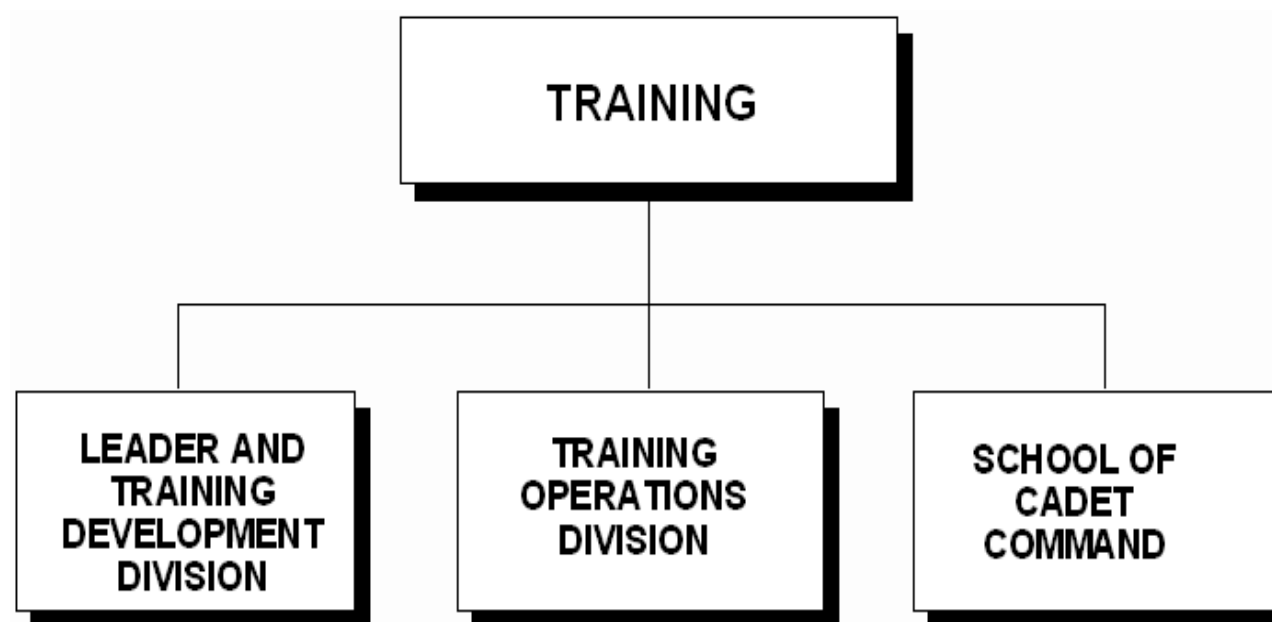


Figure 12-1. Training Directorate Organizational Structure

b. Responsibilities. Responsible for the cadet leadership development and cadet training programs for Army ROTC on university campuses across the country and at ROTC summer training. Provides staff supervision for the Leadership Assessment Program and Cadet Evaluation System. Designs and executes cadre training in the School of Cadet Command. Coordinates with HQ TRADOC to evolve ROTC programs to meet the needs envisioned by TRADOC officers. Provides the functional propensity of camp training in the CCMMS.

12-2. Leader and Training Development Division

a. Manages development and implementation of new education, ROTC curriculums, and training programs to include lesson plans, student texts, instructor training products and automation support to better prepare cadets for the challenges of commissioned service.

(1) Coordinates with the TRADOC DCST and the U.S. Army Training Support Center in selecting, preparing, publishing, and distributing instructional materials.

(2) Develops supplementary training support packages to support Cadet Command training requirements.

(3) Develops courseware, including textbooks and multimedia instruction, to support classroom education.

(4) Minimizes unresourced training development workload on battalions.

(5) Develops training products to prepare cadre members for their instruction duties.

b. Proponent for Enhanced Skills Training Program (ESTP).

(1) ESTP is developmental education to enhance reading, mathematical, and English expression and writing skills.

(2) Develops alternative formats to expand the program.

c. Proponent for the English as a Second Language (ESL) Program in Puerto Rico.

(1) Coordinates annual program funding and staffing with the Defense Language Institute, English Language Center (DLIELC).

(2) Monitors ESL POI and staff development training.

d. Develops, coordinates, and recommends on-campus education policy, and exercises staff responsibility for educational activities on campus.

e. Develops research requirements and analyzes results of research in support of the SROTC program.

f. Exercises staff supervision in developing and executing an evaluation system for measuring the effectiveness of ROTC programs and learning accomplishment of cadets.

(1) Analyzes, studies, and monitors quality of ROTC cadets and commissioned officers.

(2) Develops and revises the Leadership Assessment Program; overwatches program execution.

(3) Provides pre-commissioning input to TRADOC leadership development studies.

(4) Validates linkage between pre-commissioning and lieutenants' training.

(5) Develops, coordinates, and overwatches execution of the Cadet Evaluation System.

g. Maintains liaison with DA, TRADOC, and regions on education matters related to the SROTC program.

h. Analyzes, studies, and monitors performance of ROTC commissioned officers at their Basic Course (OBC).

i. Develops the Cadet Evaluation Report.

j. Serves as functional proponent for Pre-commissioning (Common-Core) Training (PCT) within Cadet Command.

(1) Coordinates input for the CG, TRADOC and overwatches implementation of PCT by USMA, OCS, and NGOCS. Maintains liaison with the other pre-commissioning sources regarding leadership development, implementation of PCT and related philosophy or policy. Maintains liaison with the U.S.

Army Infantry Center, the Officer Candidate School, and National Guard Bureau regarding the consolidation of Phase III of National Guard OCS with the ROTC National Advanced Leadership Camp.

(2) Develops training materials to effect standardized implementation of PCT within Cadet Command.

k. Trains cadre in cadet assessment and counseling techniques.

l. Monitors administration of various testing instruments used on campus (such as the flight aptitude tests).

m. Provides interface with higher headquarters and supporting installations on educational and assessment matters and representation on committees and study groups.

n. Conducts special management studies and projects.

12-3. Training Operations Division

(1) Establishes training goals and objectives for the command. Develops, implements, and monitors training doctrine, policy, and tactics; conducts functional reviews of current and planned training requirements. Serves as the staff lead and coordinator for drafting and publishing annual command guidance.

(2) Exercises staff responsibility for training activities conducted at summer camps as outlined in [CCR-145-3](#).

(3) Maintains liaison with DA, FORSCOM, TRADOC, and regions for SROTC program training.

(4) Coordinates for and allocates quotas, monitors, implements, and evaluates the effectiveness of Cadet Professional Field Training (CPFT), Cadet Troop Leader Training (CTLT) and related special training opportunities.

(5) Manages Leaders Training Course training including POI development, eligibility criteria, and overall camp evaluation. Determines how the camp prepares cadets for the advanced course. Serves as the proponent for [CCR-145-5](#).

(6) Manages National Advanced Leadership Camp training, including POI development, training camp loads, camp evaluations, school training scores at National Advanced Leadership Camp, standardization, personnel requirements, material resources, and assessment (National Advanced Leadership Camp Training Assessment Program}.

(7) Proponent for and exercises staff supervision for cadet competitions such as Ranger Challenge, drill, and marksmanship.

(8) Serves as proponent for [CCR-145-3](#).

(9) Exercises staff responsibility for managing training ammunition.

(10) Exercises staff responsibility for mobilization planning for Cadet Command.

- (11) Provides input to ATRRS regarding cadet and cadre training allocations.
- (12) Compiles and maintains statistical training data. Designs requirements for the database for and the analysis of cadet performances at both basic and National Advanced Leadership Camp.
- (13) Serves as Executive Director of the ROTC Program Subcommittee.
 - (a) Coordinates subcommittee affairs with the Office of the Secretary of the Army.
 - (b) Coordinates selection of new subcommittee members.
 - (c) Develops heraldry and commemorative emblems for the subcommittee.
- (14) Provides input to the budget (travel for directorate personnel, contracts for directorate programs, printing, and electronic media reproduction).
- (15) Oversees officer and enlisted professional development training for the command.
- (16) Manages waivers for required cadet instruction and training.

12-4. School of Cadet Command (SOCC)

- (1) Pre-Command Course. Conducts resident course instruction to better prepare senior officer and NCO leaders for the demands of leading Cadet Command units.
- (2) ROTC Distance Learning Course. Provides and manages an interactive, web-based course with thirty-seven individual course modules for ROTC duty functions primarily at brigade and battalion level. Monitors its usage to ensure all cadre members complete the course within 21 days of their assignment to Cadet Command.
- (3) Provides subject matter expertise; writes, reviews, validates, and critiques doctrine, lessons, tests, and other training support.
- (4) Provides mobile team training instructional support as requested.
- (5) Focuses internally on the quality of training, ensuring that doctrine is current, is a reflection of field input, and is written and taught by highly qualified instructors to produce quality graduates.
- (6) Routinely reviews and evaluates PCC instructional presentations to ensure completeness and effectiveness.
- (7) Establishes liaison with DA and TRADOC staffs to resolve training constraints.
- (8) Is the proponent for the Cadet Battalion Operations Guide, the Brigade Commander's Operating Guide, and the Pre-Command Course Information Booklet.
- (9) Determines contractual requirements; schedules and manages utilization of training resources such as classrooms, equipment, transportation, billeting, and troop support required for instruction.
- (10) Coordinates facilities maintenance and utilization with the appropriate support activity.

- (11) Develops and maintains master schedules and related control documents for the course. Maintains the master POI and file copy for courses. Prepares and distributes training schedules.
- (12) Enters class schedules and rosters into the ATRRS.
- (13) When funded, and in conjunction with Junior ROTC Directorate, SOCC assists with planning, coordinating, and executing a JROTC version of the SOCC course.
- (14) Recruiting Operations Officer Course. Conducts resident course instruction to better prepare Recruiting Operations Officers for ROTC enrollment and recruiting missions.
- (15) Administrative Technician Course. Conducts resident course instruction to better prepare Admin Techs in ROTC administrative and computer procedures and programs.
- (16) Supply Technician Course. Conducts resident course instruction to better prepare Supply Techs in ROTC supply and logistics procedures.
- (17) Instructor Development Course. Conducts resident course to better prepare ROTC instructors in teaching techniques and ROTC curriculum.
- (18) Maintains class attendance rosters and monitors required attendance for the command.

12-5. Additional Functions - Region

- a. Monitors battalions; reviews and approves updates and changes to the region training program.
- b. Responsible for executing test and evaluation procedures and requisitioning, storing, and distributing educational materials and textbooks, instructor information booklets, etc. for region schools.
- c. Maintains overall staff proponency for planning, coordinating, and executing region summer camps.
- d. Prepares annual historical summary for HQCC.

Chapter 13, Marketing and Public Affairs Directorate



13-1. Marketing and Public Affairs Directorate

- a. Organizational Structure. The organizational structure of the Marketing and Public Affairs Directorate is shown in figure 13-1.

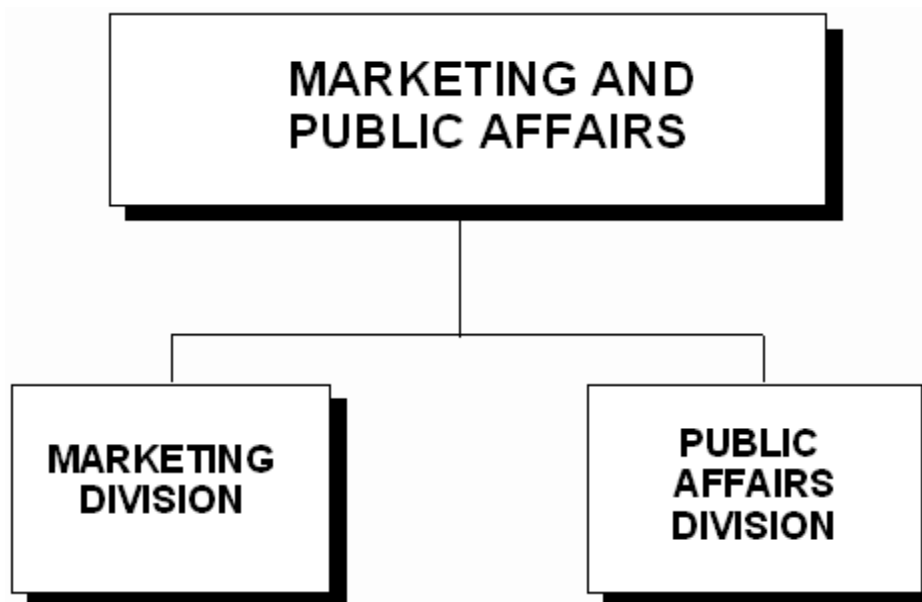


Figure 13-1. Marketing and Public Affairs Directorate Organizational Structure

b. Responsibilities

- (1) Principal advisor to commanders on all matters relating to marketing, advertising and public affairs activities.
- (2) Analyzes, guides, monitors and supervises (as Contracting Officer's Representative) the marketing, advertising and fulfillment programs of the advertising agency and region account supervisors.
- (3) Conducts full range of command public affairs activities to include media relations, community relations and command information, attempting to attain synergy with marketing, advertising and recruiting efforts.
- (4) Plans and executes ROTC events at the annual AUSA Conference, and the full sequence of activities at the George C. Marshall Seminars, Historically Black Colleges and Universities ROTC Conference, and Hispanic Association of Colleges and Universities Conference.

13-2. Marketing Division. The Marketing Division--

- a. Coordinates all marketing and recruiting programs nationwide.
- b. Allocates and distributes marketing funds to support national and local efforts.
- c. Responsibilities include:
 - Advertising
 - Direct mail
 - Prospect referral and fulfillment

- Support and direction to market research
- Coordination with public affairs
- Sales support and merchandising
- Coordination with agency

d. Determines activities and projects needed to meet the command's marketing objectives.

- (1) Plans and develops the national media and advertising plan, in conjunction with the agency.
- (2) Prepares advertising direction sheets (to agency) and technical evaluations of requests for task order (from agency).
- (3) Reviews invoices and approvals for payment.
- (4) Writes, staffs, and publishes **CCR-145-4**.
- (5) Reviews local advertising materials and plans.
- (6) Develops and prepares all aspects of the national direct mail program.
- (7) Develops, staffs, and produces all recruiting publicity items (RPIs).
- (8) Supervises fulfillment operations associated with the QUEST recruiting management system.
- (9) Monitors RPI accounts and RPI inventory levels.
- (10) Coordinates all joint service advertising projects through the Joint Recruiting and Advertising Program Council.
- (11) Proposes, coordinates, and executes marketing initiatives to support JROTC.
- (12) Establishes and maintains the Command's Home Page on the World Wide Web.
- (13) Provides de-facto visual-information specialist services for the headquarters.

e. Manages marketing and advertising budget to include:

- (1) Maintaining and monitoring the advertising contract for the Contracting Officer's Representative.
- (2) Monitoring all task orders issued under the advertising contract and all actions leading to task orders.
- (3) Requesting and implementing funding apportionment for local advertising funds administered through the regions.
- (4) Establishing all necessary and desired controls over operational funds, travel budget, postal and printing accounts, etc.

(5) Preparing responses to budget calls, including--

(a) Contracted advisory and assistance services.

(b) Military Personnel Procurement Resources Report.

(c) Command budget estimates, mid-year review information, and other requested information.

(d) Annual Funding Program requirements.

(e) Project funding on an incremental basis, as required, when under Continuing Resolution Authority.

(6) Coordinating regularly with contracting officer (TRADOC Acquisition Center), and contracting office of advertising agency of record.

13-3. Public Affairs Division. The Public Affairs Division--

a. Acts as official spokesperson for Cadet Command.

b. Responds to media inquiries.

c. Prepares speeches, scripts, and audio-visual presentations for the Commanding General and key staff members.

d. Performs all elements of video production work for the headquarters (script treatments, shooting scripts, liaison with production activities); also serves as technical advisor.

e. Ensures general coordination of all activities surrounding annual AUSA Conference, George C. Marshall Seminar, Historically Black Colleges and Universities, and Hispanic Association of Colleges and Universities Conferences.

f. Performs command information activities, to include--

(1) Dispensing information about Cadet Command to the internal military and civilian workers through selected media.

(2) Monitoring the command information functions of the regions and their battalions.

g. Coordinates, as appropriate, with the public relations subsidiary of the advertising agency of record.

h. Provides public relations support to communicate the benefits and opportunities for communities, schools, and their students, through participating in the JSOC and other JROTC initiatives.

i. Performing Contracting Officer's Representative duties for the George C. Marshall Foundation contract.

j. Oversees regional public affairs support to Cadet Command summer camps.

k. Develops and disseminates critical command public affairs guidance on dealing with all types of news media outlets regarding sensitive and routine issues.

I. Maintains command briefing.

Chapter 14, Recruiting Operations Directorate [TOC](#)

14.1. Recruiting Operations Directorate

a. Organizational Structure. The organizational structure of the Recruiting Operations Directorate is as shown at Figure 14-1.



Figure 14-1. Recruiting Operations Directorate

b. Responsibilities.

- (1) Plans, provides staff direction for, supervises and evaluates recruiting, retention, and incentive management activities for the command.
- 2) Establishes force structure, information requirements, unit mission and monitors mission status.
- (3) Formulates policy and supervises activities related to recruiting and retention of SROTC cadets.
- (4) Assists and coordinates recruiting activities of subordinate elements and allocates requirement for incentives.
- (5) Improves the functioning, efficiency and mission accomplishment of organizational elements through development of dynamic recruiting and retention policies, programs, and legislative initiatives that reflect the demands of the college SROTC market.
- (6) Establishes budget and program (POM) requirements.
- (7) Manages and allocates available resources to enhance retention and productivity to meet officer accession missions established by the Department of the Army.

(8) Serves as the command liaison with USAREC and USMA.

14-2. Recruiting Division. The Recruiting Division--

a. Coordinates the recruiting program nationwide, including all aspects of prospect referral and sales.

b. Responsibilities include:

(1) Oversight of on-campus lead development and follow-up/refinement.

(2) Coordination with marketing for national lead development and referral.

(3) Development of sales support tools and training in sales skills.

c. Coordinates regularly with the Marketing and Public Affairs Directorate to synchronize recruiting operations with established marketing and advertising campaigns.

(1) With the Operations and Incentives Directorates, determines the number of referrals required from national marketing activities and projects needed to meet the command's recruiting objectives.

(2) Reviews all aspects of the national direct mail program as well as fulfillment operations associated with the QUEST recruiting management system.

(3) Oversees transfer of referrals from national marketing and direct mail efforts to brigade and battalion recruiters.

(4) Reviews all recruiting publicity items (RPIs); identifies requirements for new or adapted RPIs to the Marketing Directorate. Monitors RPI accounts and RPI inventory levels, especially as part of interface with USAREC.

(5) Identifies requirements for new or adapted sales support material, including audio-visual products, that support the recruiting process by providing evidence of the features and benefits of Army ROTC enrollment and Officership.

d. Reviews local marketing and recruiting plans. Provides information, training, and tools to support local knowledge of products, including incentives, and processes, including enrollment in special programs.

e. Plans, develops, coordinates, and evaluates specific recruiting programs to include:

(1) Green-to-Gold.

(2) Officer Retaining Alumni Program (ORAP).

(3) Brigade Recruiting Operations Network.

(4) Partnerships including Military Academy and ROTC Liaison Officers' (MALO) Program; USAREC (including CONAP and OCR; USARC; NGB, etc.

With operations divisions conducts analysis of recruiting programs to determine programs or units

needing assistance/improvement.

f. Provides guidance and policy on recruiting command-wide, including publication of required documents.

(1) Proponent for [CCR-145-6](#), Green to Gold, and [145-7](#), Brigade Recruiting Team Operations, and co-proponent with Personnel and Administration Directorate for CCC 601-FY-2, Gold Bar Recruiting. Proponent for recruiting tactics, techniques and procedures (TTP) and other pamphlets on how to recruit.

(2) Monitors operation of Brigade Recruiting Teams by coordinating with regions and developing command-wide policy.

g. Identifies requirements for development of recruiting and sales training, in coordination with the Directorate of Training.

(1) Assists in the initial and sustainment training of field recruiters by providing instruction through the School of Cadet Command (ROO and pre-command courses) and attending commanders conferences, brigade conferences, and other activities on request.

(2) Develops statement of work for contracted training on sales skills; monitors contracting process and performance of vendors;

h. Coordinates with the Personnel and Administration Directorate to synchronize enrollment of successfully recruited leads.

i. Provides liaison with DA, USAREC, installation in-service recruiters, and other organizations external to Cadet Command.

j. Manages recruiting division budget to include:

(1) Monitoring contracts for training

(2) Monitoring travel orders (Invitational Travel Orders (ITOs) and [DD Form 1610](#)) issued for alumni or reserve component support of recruiting.

(3) Establishing all necessary and desired controls over operational funds, travel budget, etc.

(4) Preparing responses to budget calls, including--

(a) Contracted services.

(b) Command budget estimates, mid-year review information, and other requested information.

(c) Annual Funding Program requirements.

(d) Project funding on an incremental basis, as required, when under Continuing Resolution Authority.

k. Provides updates to the field via various media including the recruiting WEB page; the Command Bulletin Board (Blackboard); the Command Newsletter, e-mail as well as attendance at region and brigade level conferences and conduct of HQ CC level conferences as necessary.

14-3. Incentives Division. The Incentives Division –

a. Administers the Scholarship Program.

- (1) Conducts analysis of scholarship to meet Cadet Command and Army commissioning goals. Develops policy, procedures, and incentives packages to enhance the flexibility and effectiveness of the scholarship program.
- (2) Serves as functional proponent for CCR-145-1.
- (3) Develops and monitors scholarship selection criteria.
- (4) Develops and disseminates annual SROTC scholarship plan, administrative instructions, information and application packets.
- (5) Recommends annual scholarship allocations.
- (6) Maintains current and historical scholarship statistics.
- (7) Processes, selects, and notifies individuals and detachments of SROTC scholarship recipients and disciplines.
- (8) Develops guidance for maintaining and revising automated systems for SROTC scholarship processing and selection.
- (9) Monitors scholarship data in the Cadet Data Base and develops guidance for corrective action.
- (10) Develops procedures for preparing scholarship certificates for scholarship recipients.
- (11) Provides responses to congressional inquiries, as pertains to scholarship applicants.
- (12) Exercises staff responsibility for extension of scholarship benefits.
- (13) Exercises staff responsibility for exception to policy pertaining to various scholarship programs.
- (14) Exercises staff responsibility for retroactive payment of scholarship benefits.
- (15) Exercises staff responsibility for administering civilian sponsored programs.

b. Manages the Early Commissioning Program (ECP).

- (1) Tracks ECP graduates from commissioning through accession.
- (2) Coordinates with schools to ensure positive hand off from Military Junior College to 4-year institution.
- (3) Coordinates with ARPERSCOM reference any management or personnel issue reference the ECP.
- (4) Acts as Liaison between Senior ROTC battalions and ARPERSCOM.

- c. Develops, in concert with Assistant Chiefs of Staff ARNG and USAR, Marketing and Training Directorates' programs that enhance cadre and cadet understanding of reserve forces duty.
- d. Manages the GRFD Program and Simultaneous Membership Program (SMP) (CCR-145-10).
- e. Manages the Cadet Life Cycle Helpdesk.

14-4. Retention Division. The Retention Division —

- a. Gathers, analyzes, coordinates, and refines data sufficient to meet retention needs of the command.
 - b. Develops and distributes realistic and supportable mission goals for subordinate commands.
 - c. Prepares annual mission allocation recommendations and oversees mission adjudication process.
- (1) Performs mission analysis and develops recommendations down to the school level on commission, contract and Leaders Training Course missions.
 - (2) Develop computer-based retention and regression models for mission allocation and management.
 - (3) Maintains SROTC unit productions and enrollment data.
 - (4) Validates database for the Directory Module.
 - (5) Proponent for and maintains the Enrollment Mission Planner.
 - (6) Proponent for the publishes the Unit Historical Report.
 - (7) Proponent for the Mission Management Brief and the Mission Set Status Reports.
 - (8) Proponent for and conducts the annual Program Review.
 - (9) Prepares Annual Opening Enrollment Report.
 - (10) Supports IMD in preparation and publication of the SROTC Directory.
 - (11) Calculates retention rates for the command down to the individual school level.
 - (12) Provides guidance and policy on retention practices command-wide, including publication of required documents;

14-5. Operations Division. The Operations Division--

- a. Gathers, analyzes, coordinates, and refines data sufficient to meet marketing and mission needs of the command.
- (1) Proponent for, publishes and updates the Unit Visits Report.
 - (2) Proponent for and publishes the Commission Forecast Report.

- b. Proponent for **CCR-145-16**, Mission Management, Performance Assessment, and Unit Status Reporting.
- c. Performs battalion, brigade, region, and HQCC restructuring analysis.
- d. Conducts analysis and recommends the winner of the MacArthur Award.
- e. Designs, develops, and plans marketing research to support the HQCC marketing plan.
- f. Performs market research and analysis (cadet, cadre, parent, and retention surveys; segmentation studies; and focus groups) to evaluate demographic and psychographic trends of the prospect market and to identify various market segments.
- g. Serves as the Command's research liaison with the Marketing Brand Group and advertising agency.
- h. Prepares and executes annual operations and market research budget.
- i. Proponent for the Performance Ranking System for the battalions.
- j. Proponent for the Program Efficiency Closure; develops SROTC unit closure recommendations.
- k. Proponent for the monthly TRADOC Mission Status Report.
- l. Proponent for the HQCC Monthly Battalion Mission Status Report.

Chapter 15, Junior ROTC Directorate [TOC](#)

15-1. Organizational Structure. The organizational structure of the Junior ROTC Directorate is shown in Figure 15-1.

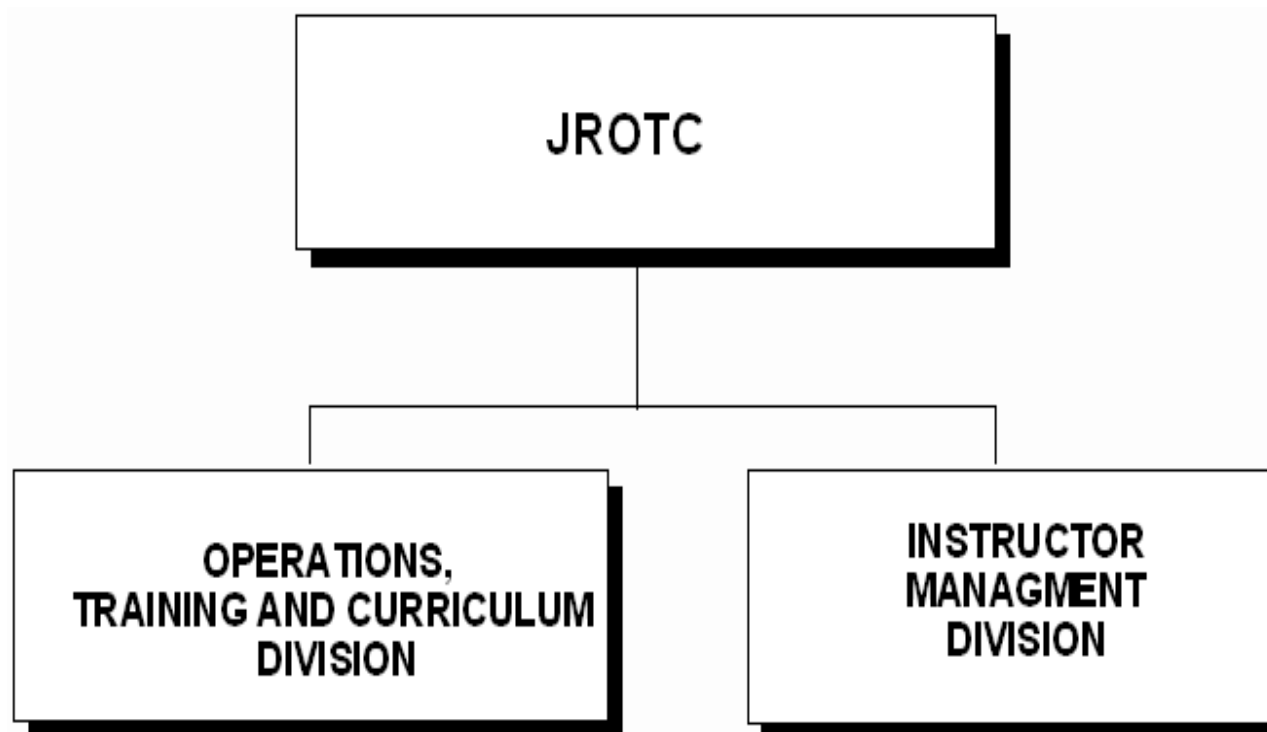


Figure 15-1. JROTC Directorate

15-2. Responsibilities. Directs and administers the Army's JROTC program. Responsibilities include policy development, instructor personnel management, budget management, administrative management, program of instruction, curriculum development and implementation.

15-3. Operations, Training, and Curriculum Division

- a. Plans, coordinates, and conducts the Junior ROTC School of Cadet Command (JSOCC) course. Develops the Program of Instruction (POI) for the orientation and training of newly hired and currently employed instructors. Through the POI, provides knowledge of Cadet Command and Junior ROTC unit operations, educational methods, skills and technology and other information required to operate a unit and teach effectively.
- b. Exercises staff responsibility for establishing/probating/disestablishing JROTC units.
- c. Monitors viability standards.
- d. Provides analysis of program operations and trends.
- e. Implements and monitors special projects and improvement plans.
- f. Compiles and publishes the Enrollment Report, Disposition of Graduates Report, and Ethnic Report.
- g. Serves as proponent for [AR 145-2](#).
- h. Responds to congressional inquiries regarding JROTC matters.

- i. Compiles and publishes the JROTC Directory.
- j. Coordinates with other staff divisions concerning the portions of the JROTC program for which they are responsible:
 - (1) Publicizing the JROTC program nationwide.
 - (2) Identifying and justifying necessary JROTC manpower requirements.
 - (3) Providing input to the JROTC budget, to include training loads and monitoring expenditures.
 - (4) Providing input to the PARR and POM.
- k. Provides training guidance for JROTC camps and training activities of JROTC.
- l. Serves as administrative coordinator for JROTC marksmanship, drill competitions, Cadet Challenge programs, JROTC awards, and uniform modifications.
- m. Visits JROTC units, camps, and other training sites, and participates in formal inspections.
- n. Coordinates with school principals, superintendents, and appropriate accreditation agencies regarding educational matters, e.g., academic credit, curriculum.
- o. Develops educational and training materials through commercial and government agencies. Coordinates with the Contracting Office, and the U.S. Army Training Support Center in preparing, publishing, and distributing instructional materials. Ensures that the materials comply with the Army's system approach to training.
- p. Reviews curricula in terms of appropriateness, adequacy, and content. Recommends and implements policy changes and modifications.
- q. Meets at least annually with representatives from the regions and the field as well as civilian educators to evaluate and review the JROTC curriculum.
- r. Coordinates contractual requirements with Cadet Command Contracting Cell. Prepares statements of work and monitors contracts to ensure requirements are met.
- s. Receives, consolidates, and analyzes input from regions and other sources; develops command positions; and recommends actions to ensure program training and education goals are attained.
- t. Organizes and conducts JROTC conferences as required.
- u. Represents the command and conducts training at region conferences.
- v. Serves as the command POC on JROTC matters.
 - (1) Coordinates with the Marine Corps, Navy, and Air Force in matters pertaining to JROTC.
 - (2) Maintains liaison with JROTC representatives in DOD and DA.

(3) At the request of DA, briefs congressional representatives, senators, liaison, and their constituents.

15-4 Additional Functions - Regions and Brigades

- a. Provides information to schools which indicate an interest in the program and evaluates the school's ability to host a unit. Recommends/coordinates establishment/ disestablishment of units in coordination with brigade commanders.
- b. Approves the master schedule for each unit.
- c. Monitors cadet enrollment; reviews/processes enrollment reports. Recommends probation status for units failing to meet enrollment criteria. Provides unit and school graduation rates and other performance data.
- d. Conducts orientation and training conferences for DAI/SAIs.
- e. Approves, coordinates, and overwatches summer camp and summer activities for units.
- f. Supervises JROTC unit visits and inspections within the region to include distribution of evaluation ratings, provides brigades and SROTC battalions a listing of JROTC battalions to be inspected, publishes orders and certificates, and inspects DAI consolidated supply operations.
- g. Plans and executes drill and marksmanship program for JROTC units.
- h. Provides region-unique publication and training material (audio visual) support for JROTC units.
- i. Evaluates and monitors instructor performance through unit inspection reports, annual performance appraisals and other records and reports. Recommends disposition of instructor personnel actions.

15-5. Instructor Management Division

- a. Command proponent for all matters pertaining to qualification, selection, retention, and termination of employment of the JROTC instructor force.
- b. Determines suitability and qualification of active duty and retired personnel for potential employment as Junior ROTC instructors.
- c. Coordinates with school officials nation-wide to fill instructor vacancies.
- d. Quality manager for the instructor force. Monitors performance and conformity with instructor requirements and standards. Initiates remedial or termination actions as required.
- e. Conducts special and recurring studies, analysis and reports concerning the instructor management program and the instructor force.
- f. Coordinates with other services to provide management uniformity in instructor management policies and practices derived from public law or DOD directives.
- g. Maintains and provides instructor, employment contract and unit-related information required for the initiation and termination of instructor pay and the resolution of pay problems.

Appendix A	TOC
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References

Army Regulations

[AR 5-9](#)

Area Support Responsibility

[AR 11-2](#)

Management Control

[AR 15-6](#)

Procedures for Investigating Officers and Boards of Officers

[AR 27-10](#)

Military Justice

[AR 30](#)

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[AR 71-32](#)

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Senior ROTC Program: Organization, Administration, and Training

[AR 145-2](#)

Junior ROTC Program

[AR 335-15](#)

Management Information Control System

[AR 380-19](#)

Information Systems Security

[AR 385-40](#)

Accident Reporting and Records

[AR 635-200](#)

Enlisted Personnel

[AR 700](#)

series (Logistics)

[AR 710](#)

series (Inventory Management)

[AR 735](#)

series (Property Accountability)

[AR 735-5](#)

Policies and Procedures for Property Accountability

[AR 870-5](#)

Military History: Responsibilities, Policies, and Procedures

Cadet Command Pamphlets

CCP 145-3

Precommissioning Training and Leadership Development

CCP 145-4

PMS Guide for Enrollment, Retention, and Disenrollment

CCP 145-7

Traditions of the US Army Cadet Command

Cadet Command Regulations

CCR-145-1

Army ROTC Scholarship Policy, Administrative, and Procedural Instructions

[CCR 145-3](#)

Precommissioning Training and Leadership Development

CCR 145-4

Marketing, Advertising, and Publicity to Support Enrollment

CCR 145-5

U.S. Army ROTC Leaders Training Course

CCR 145-6

Green to Gold Prospecting

CCR 145-7

The Goldminer Team Management System

[CCR-145-9](#)

Accessioning and Commissioning

[CCR-145-10](#)

Guaranteed Reserve Forces Duty (GRFD) Program

CCR 145-12

Cadet Data Base

CCR 145-16

Mission Management, Performance Assessment, and Unit Status Reporting

CCR 385-1

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CCR 670-1

Uniform Wear and Appearance

CCR-672-5-1

Decorations, Awards, and Honors

CCR-715-1

Acquisition Management

Common Table of Allowances**CTA 50-900**

Clothing and Individual Equipment

CTA 50-909

Field and Garrison Furnishings and Equipment

CTA 50-970

Expendable/Durable Items

Department of Defense Publications**DOD 4160.21-M**

Defense Materiel Disposition Manual

DOD 4500.36-R

Management, Acquisition, and Use of Motor Vehicles

Technical Manual**TM 38-600**

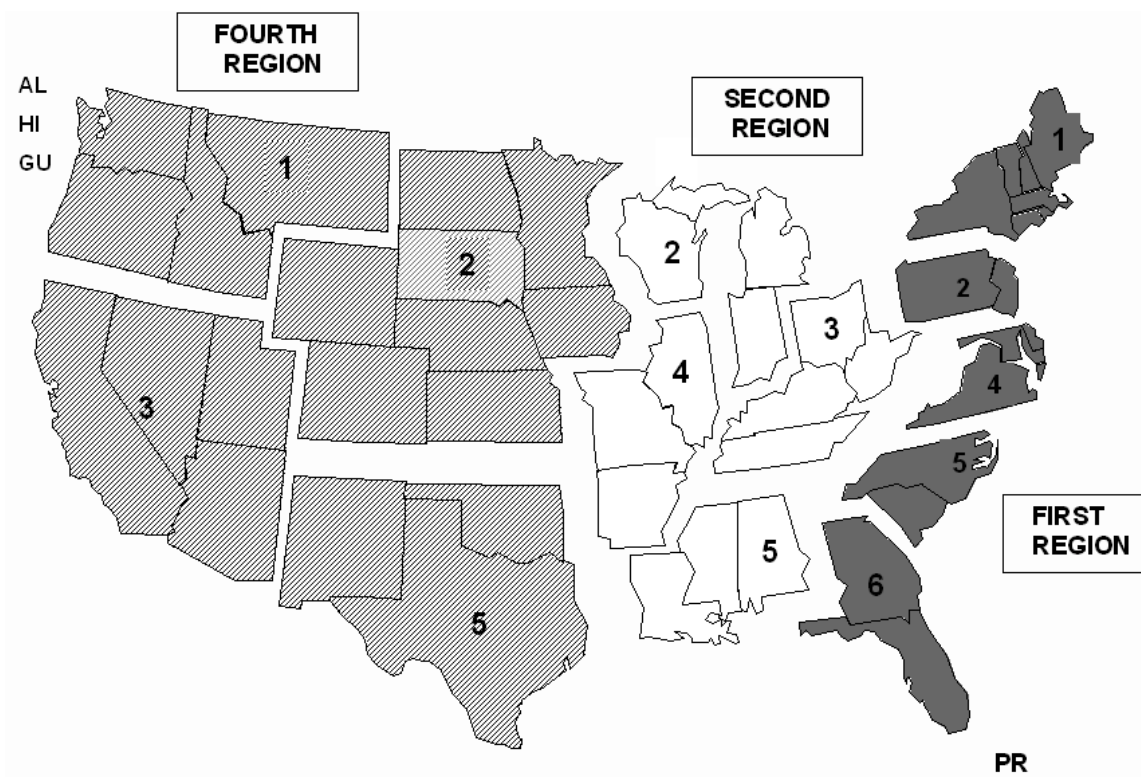
Management of Administrative Use Motor Vehicles

TRADOC Regulations**TRADOC Reg 10-2**

Control of Mission Assignment and Organization Structuring

TRADOC Reg 350-70

Systems Approach to Training Management, Processes, and Products

Appendix B**TOC****Region Map (separated by Brigade)****c**